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INLAND EMPIRE business journal

"NO ONE COVERS INLAND EMPIRE BUSINESS LIKE THE BUSINESS JOURNAL"

VOLUME 2, NUMBER 5

MAY 28 — JUNE 27 1990

ONE DOLLAR

Lockheed Sees No Linkage Between Lay-Offs In Burbank And Ontario And Leasing Space At Norton Air Force Base

Lockheed officials deny that any linkage exists between the company's planned layoff of as many as 12,000 aerospace workers in Burbank and Ontario, working on military projects, and the very sensitive negotiations between Lockheed, the Air Force and a third party leasing agency over the fate of Norton Air Force Base, located between Redlands and San Bernardino in San Bernardino County. The Air Force announced last year it would mothball Norton in several years, and Lockheed has been avidly pursuing a joint-use contract with the Air Force, to lease hangar space for the refurbishment of older Boeing 747 aircraft.

Key to the acceptability of this unprecedented joint-use contractual agreement to the Air Force is seen to be the strictly commercial nature of what Lockheed wants to do at Norton. The jobs being gained at Norton will be commercial aircraft workers; the jobs being lost at Burbank and Ontario and moved to Marietta, Georgia — the new home of Lockheed Aeronautical Systems Co. — are military aerospace jobs. The two require a different skill level and level of training, Lockheed officials emphasized. The company will scour local community colleges in the Redlands-San Bernardino area, looking for trainees.

If the final stages of negotiations bear fruit, Lockheed intends a joint-use agreement extending through 1994 with the Air Force. After that, the company looks forward to taking over the entire facility.

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Four-County Transportation Bill Signed Into Law

Governor Deukmejian has signed into law a significant transportation bill requiring joint planning and coordination of mass transit programs by Los Angeles, Orange, Riverside and San Bernardino Counties. It is expected to have a major impact on how mass transit is planned and operated in the four-county region, with an emphasis on rail and bus travel.

The powerful Transportation Commissions of all four counties must still pass the bill in order for it to be adopted, which they are expected to do since they co-sponsored it. The vote in the State Congress was overwhelming, with the Senate supporting Senator Robert

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Water, Water ~~Everywhere!~~ Nowhere!

Prices Definitely Headed Upward For Southern California Water Users

In Santa Barbara, the government is considering contracting with a Canadian firm to build America's largest desalinization plant, to help ease the city's chronic water shortage. In Los Angeles, water is being rationed. In Orange County, the board of supervisors is drowning over what to do about the water situation. And in the Inland Empire, the water situation is bubbling on the back burner, ready to boil into prominence.

Water prices could easily more than double throughout most of Southern California during the 1990s, due to a variety of factors, according to Floyd Wicks, the newly-named president of Southern California Water Co. Costs are rising — such as that caused by Arizona taking more of its allocation of Colorado River water, leaving less for California — and consumers and business users will have to pay.

"The cost of providing water service will escalate in the 1990s, at a faster pace than the rate of inflation," says Wicks. "For example, major new facilities will have to be built to adjust for the loss of Colorado River water."

Maintenance and electric power to operate the groundwater pumps are major expense items for this investor-owned utility. Just maintaining the 2,700 miles of water mains the company has installed throughout the state costs millions of dollars per year.

A typical Southern California family of four now pays \$1 to \$2 per day for water service, Wicks estimates. Whereas water may have only cost \$5 per month for a family 15 years ago, that same family today may spend \$50 to \$60, a greater-than-1000% increase. Water prices in the Inland Empire are estimated to have risen about 400% on average over the past several years, with no end in sight.

"We're not greedy; we're doing all we can to keep prices reasonable," says Wicks. "Because we buy roughly half of our supply of water, and pump the rest out of the ground, we are partially at the mercy of our suppliers."

Most of those suppliers which broker water to Southern California Water Co. are sub-agencies of the huge Metropolitan Water District of Southern California, one of the largest water agencies in the world. It holds great sway over where the company can operate.

The company is active throughout much of Southern California, supplying residential, business and government users of water in parts of Orange, San Bernardino, Los Angeles and Ventura counties. Roughly one million people, or about 1 out

Please See Page 3

Stinger Missile Demise Not Expected To Spell Trouble For Rancho Cucamonga Plant

Whatever impact that possible reduced orders for the Stinger missile may have on employment at General Dynamics' Rancho Cucamonga plant, will be more than offset by shifting employees to the Rolling Airframe Missile ("RAM") beginning later this year, according to plant officials.

Of the roughly 3,500 plant employees, a small number will be shifted to RAM engineering and production in late 1990, working toward delivery of the first missiles of this model in the first half of 1991. General Dynamics does not intend to increase employment at the plant to fulfill to the new Navy contract for RAM missiles in the short run, according to a spokesman.

Several factors may decrease the number of Stinger missiles turned out by the 3,500 employees currently working. Firstly, the army is reportedly going to stop ordering and buying shoulder-fired versions of the missile and launcher, according to "Defense News," an authoritative trade publication. Secondly, the Stinger manufacturing contract will be put out to competitive bid after 1992, and General Dynamics will share production of the

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Loma Linda University Medical Center Loses Full Accreditation

Stung by the withdrawal of full accreditation by the Joint Commission on Accreditation of Healthcare Organizations (JCAHO), Loma Linda University Medical Center and the affiliated Community Hospital have filed their corrective measures with the Commission, and are taking steps to amend the disputed documentation procedures which lead to the probationary status.

Accreditation by the JCAHO is voluntary, but is considered a hallmark of medical quality by the medical community; certainly for such a prestigious institution as the University Medical Center. The Medical Center has been fully accredited since it opened in the mid-1950s, up until the present crisis.

At issue are no clinical procedures, but rather the record-keeping and documentation techniques used by the Hospital and Medical Center. These institutions are altering their procedures and hiring additional record-keeping person-

Please See Page 3

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Locked in sensitive negotiations with the Air Force over the fate of Norton AFB, Lockheed denies any connection to Burbank/Ontario layoffs.

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The Governor signs into law a landmark transportation bill which will force the four greater L.A. counties to cooperate.

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Strong demand for office space in the state's fastest growing city begins to attract commensurate supply.

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Effective advertising need not be expensive.

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Stinger Cont. From Page 1

anti-aircraft missile with Raytheon.

However, bucking these trends is the fact that the armed forces may dramatically increase the utilization of Stingers on helicopters and on Jeep-like field vehicles, which may greatly increase the number of missiles needed.

"We have to emphasize that everything related to missile orders is pure speculation at this time," said a plant official. "But we anticipate significant Stinger production and employment at least through the mid-1990s."

Employment is expected to remain steady at 3,500 at least through the end of 1992, according to a spokesman. GD's Valley Systems Division currently has funded contracts for over 10,000 Stingers, representing several hundred million dollars, which, with additional orders, is expected to be enough to keep things humming through the mid-1990s. Currently, the factory is turning out 650 missiles a month.

"The army loves the Stinger," says a spokesman for the U.S. Army Missile Command. "It is an ideal weapon for the army; we will be buying Stingers for a very long time."

The spokesman for both the Army and GD's Valley Systems Division agreed that any discussion of the number of missiles ordered or on employment levels is a pure speculation at this time. But neither saw any reason to fear a drastic lay-off at the Stinger plant.

Transportation SB 1402 Cont.

Presley's bill 36-0 and the House supporting it 64-2.

The precedent-setting measure is aimed at forestalling gridlock in the four-county Los Angeles Basin and at providing a coordinated system of bus and rail transit in the area. Technology, fares, schedules — all will be coordinated, to enable easier long-distance travel between and among counties. Major routes to be addressed include those from Riverside and San Bernardino into the L.A. area, as well as Corona-Elsinore and Riverside-Hemet-San Jacinto.

"The plan envisioned in Senate Bill 1402 should go a long way toward showing the taxpayers that their transportation dollars will be well-spent," said Presley. "The four county transportation commissions have shown a high degree of cooperation in putting this proposal together."

Loma Linda Cont. From Page 1

nel to comply with the JCAHO's complaints.

"Medical quality is not and has not been threatened," said Augustus Cheatham, vice president of public affairs for the center. "We do not believe that there should be any undue alarm or concern."

Death rates and the proportion of malpractice suits are comparable to other facilities, Cheatham said, and do not indicate any lapse by Loma Linda. Even in the critical care trauma center, where overburdened doctors must contend with all sorts of life-threatening emergencies, Loma Linda's record holds up, he said.

However, the probationary status placed upon the Medical Center and Hospital are seen as being particularly galling because of the Medical Center's status as an internationally-recognized medical research and teaching facility, having pioneered in such areas as infant heart transplants. For an institution this prestigious to lose full accreditation is like a five-star restaurant being cited by

the health department for rat droppings.

The JCAHO's controversial April 13th decision leaves the Hospital and Medical Center with little choice but to comply with the disputed findings, or lose their accreditation entirely. Ninety-two percent of the 1,800 hospitals inspected annually by the JCAHO are granted full three-year accreditation, according to a spokeswoman. Of the remainder, at least 90 will receive conditional accreditation, a probationary status that requires the institution to get its act together within six months or lose accreditation entirely. Loma Linda — with its 578-bed Medical Center and 120-bed Community Hospital — falls into this second category.

Compliance with the Commission's complaints is not seen as being terribly difficult. Though the withdrawal of full accreditation was a shocker to many doctors, faculty and administrators, few doubt that Loma Linda can get back into the JCAHO's good graces.

Based on an informal report received from JCAHO investigators at the conclusion of their inspection of the Medical Center and Hospital last August, Loma Linda officials expected nothing less than full accreditation. When the full Commission voted, however, sufficient record-keeping deficiencies were found to warrant probationary status. Within six months, the JCAHO will either approve or deny full accreditation to Loma Linda.

Lockheed Cont. From Page 1

Employment — working on the fuselage sections of older 747's only — is expected to hit 600 by the end of the first year, 970 by the end of the third year and as many as 2,500 ultimately. Moreover, for every Lockheed job created, the company expects one ancillary service or manufacturing job to be created in the immediate vicinity of Norton — at everything from machine shops to restaurants and motels.

"While we're taking the business risk of working on older 747's, we're creating a whole raft of opportunities around Norton to feed, house and entertain the workers," said a Lockheed spokesman. "Just as our huge Burbank plant helped define the very character of Burbank during the World War II era when it employed tens of thousands, so too will our presence at Norton help define the character of the area."

Sources had speculated that the Air Force might balk at leasing part of a major facility to a company which is pulling up most of its roots in Southern California and replanting them elsewhere. But Lockheed officials insist that no linkage exists and that their commitment to staying in San Bernardino County once the prospective project is underway is unshakeable. They emphasized that the company has major presences not only in the condemned Burbank, but Ontario, Palmdale and (hopefully) soon Norton, the latter of which will all continue.

"I don't believe that the Air Force would consider Lockheed to be a stability risk," says Skip Bowling, president of Lockheed Aircraft Service Company, which is handling the negotiations for the parent company. "We've worked very closely with the Air Force over the years on a variety of military projects, and have always enjoyed an excellent relationship."

Bowling emphasized that the layoffs in Burbank and elsewhere are related to the completion of various military aerospace programs and the general downturn of the defense industry, and are totally unrelated to the commercial aircraft business such as that proposed for Norton.



"The cost of providing water service will escalate in the 1990s, at a faster pace than the rate of inflation," says Wicks. "For example, major new facilities will have to be built to adjust for the loss of Colorado River water."

of 30 statewide, get their water from this company. Its product is pretty much taken for granted — when was the last time you saw news about a protest over water supplies or prices? But the 60-year-old company is not resting on its laurels, but is constantly striving to maintain the quality and affordability of its water.

Throughout most of San Bernardino County, for example, Southern California Water Company blends local groundwater with purer imported water from Northern California to obtain an acceptable product. In Barstow, however, this is not feasible, so the company resorts to other methods to deliver acceptably pure water to Barstowians.

Several reservoirs are located around Barstow, to complement the 375 wells the company operates throughout the state and the 75 million-gallon water-storage capacity the company has throughout California. One new wrinkle is storing water below ground in so-called "water banks" where it can be reclaimed in times of drought, which the company is doing in Kern County.

The outlook for water quality in the Inland Empire is generally good, Wicks said, so long as purer imported water can be mixed with local groundwater. There is little chance of contamination from agricultural uses or from the many construction sites dotting the area, he said. The company is not providing any specially purified product to industrial users inland — after all, water is water.

R&H

Reid & Hellyer

The law offices of Reid & Hellyer, a professional corporation, announced that **Ge-rald J. Geerlings**, former Riverside County Counsel, has become Of Counsel to the firm. Mr. Geerlings' practice emphasizes land use, development and governmental law.

In addition to Mr. Geerlings, Reid & Hellyer announced that **David M. Diver**, **Craig O. Dobler** and **R. William Ferrante** have become associated with the firm.

Mr. Diver has an LL.M in Labor Law from George Washington University. His practice emphasizes labor relations and employment law for management.

Mr. Dobler has an LL.M in Taxation from New York University School of Law. His practice emphasizes tax, real estate and partnership law.

Mr. Ferrante is a former Senior Counsel from Pacific Bell. His practice will emphasize land use, development and governmental law.

Reid & Hellyer has three offices located throughout the Inland Empire. They are: San Bernardino, 599 N. Arrowhead Ave., San Bernardino, CA (714) 884-4704; Riverside, 3880 Lemon St., Riverside, CA (714) 682-1771; and Temecula, 27710 Jefferson Ave., Temecula, CA (714) 676-3111.

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Independence Bank 15910 Ventura Blvd. Encino, CA 91436	\$752,114	19.0%	\$5,559	51.8%	1.91%	0.93	Jeanne Lockhart Branch Manager (714) 980-0522
1 Chino Valley Bank 701 N. Haven Ave Ontario, CA 91764	\$472,756	26.8%	\$347,593	38.6%	0.45%	1.88	John Cavallucci CEO-President (714) 980-4030
2 First Trust Bank 8301 Elm St. Rancho Cucamonga, 91730	\$394,406	16.9%	\$236,686	23.9%	0.51%	1.17	Larry Peterson Senior VP/Dir. of Corp. Bnk (714) 945-2740
3 Riverside National Bank 3484 Central Ave. Riverside, CA 92506	\$224,140	6.5%	\$157,214	24.9%	0.31%	-0.27	Michael C. Billings President (714) 276-8970
4 Foothill Independent Bank 510 S. Grand Ave. Glendora, CA 91740	\$213,375	N/A	\$159,462	N/A	N/A	1.64	J.T. Waller CEO-President (714) 599-9351
5 Vineyard National Bank 9590 Foothill Blvd. Rancho Cucamonga, 91730	\$120,600	12.0%	\$96,299	6.6%	0.82%	0.7	Steven R. Sensenbach CEO-President (714) 987-0177
6 Bank of Hemet 1385 Blaine St. Riverside, CA 92057	\$103,208	10.0%	\$80,586	15.1%	0.41%	1.70	Jim Jaqua CEO-President (714) 369-9690
7 Empire Bank 800 N. Haven Ave. Ontario, CA 91764	\$ 87,091	12.5%	\$61,763	17.7%	0.13%	.90	Richard Jett CEO-President (714) 980-78018
8 Overland Bank 27710 Jefferson Ave. Temecula, CA 92390	\$ 77,117	18.1%	\$51,227	34.7%	0.51%	0.97	Allan McDonald CEO-President (714) 676-6700
9 Bank of San Bernardino 435 Arrowhead Ave. San Bernardino, CA 92402	\$ 66,719	12.6%	\$32,403	8.9%	0.02%	1.58	Pat Novall President (714) 885-0036
10 Palm Desert National Bank 73745 El Paseo Palm Desert, CA 92261	\$ 66,425	31.3%	\$46,505	49.9%	0.22%	1.01	Kevin McGuire CEO-President (619) 340-1145
11 Desert Community Bank 14800 La Paz Dr. Victorville, CA 92392	\$ 61,898	11.9%	\$34,638	-2.7%	1.51%	0.75	Ronald Wilson President (619) 243-2140
12 Valley Bank 24010 Sunnymead Moreno Valley, CA 92337	\$ 59,279	17.2%	\$25,877	28.1%	0.2%	2.35	Merle Courson President (714) 242-1174
13 Upland Bank 100 N. Euclid Ave. Upland, CA 91786	\$ 55,078	14.2%	\$41,088	36.0%	0.86%	1.53	James Cooper CEO-President (714) 946-2265
14 Inland Empire National Bank 3780 Market St. Riverside, CA 92501	\$ 53,251	3.6%	\$38,725	0.6%	3.04%	1.59	Roy Lewis President (714) 788-2265
15 Wstrn. Comm. Bank of Corona 321 E. 6th St. Corona, CA 91719	\$ 51,558	27.5%	\$35,156	25.5%	0.52%	2.47	James A. Verplanckel President (714) 734-4110
16 De Anza National Bank 7710 Limonite Ave. Riverside, CA 92509	\$ 49,884	37.5%	\$31,375	28.7%	0.00%	1.44	Neil Hatcher CEO-President (714) 681-5666
17 First Community Bank 7272 Joshua Lane Yucca Valley, CA 92284	\$48,557	10.7%	\$30,005	16.8%	0.94%	1.17	David Vordermark CEO-President (619) 365-6371
18 Gateway Western Bank 499 E. 6th St. Beaumont, CA 92223	\$ 43,462	21.3%	\$32,449	33.8%	4.61%	0.21	Warren Lemons Senior VP (714) 845-2605
19 High Desert National Bank 17071 Main St. Hesperia, CA 92345	\$ 41,025	25.2%	\$25,961	54.8%	0.14%	1.51	Donald G. Stebbins President (619) 948-2800
20 Golden Pacific Bank 845 N. Euclid Ontario, CA 91762	\$ 36,872	3.1%	\$25,930	22.6%	3.05%	0.62	Roger Meyers President (714) 983-4600
21 Rancho Bank 530 W. Bonita Ave. San Dimas, CA 91773	\$ 31,307	-7.3%	\$19,120	4.7%	.04%	32	John Giambi President (714) 599-0871
22 Fontana First National Bank 9244 Sierra Ave. Fontana, CA 92335	\$ 29,465	18.0%	\$18,730	13.6%	0.94%	1.67	Fred Scarcella CEO-President (714) 350-8080
23 First Bank of Palm Desert 7300 Highway 111 Palm Desert, CA 92260	\$ 29,181	29.8%	\$21,406	18.6%	0.83%	1.07	David E. Tscho pp President (619) 341-7000
24 First Mountain Bank 42142 Big Bear Blvd. Big Bear Lake, CA 92315	\$ 27,190	8.5%	\$17,631	40%	1.66%	1.32	Dennis Schollenburg President (714) 866-5861
25 Cal-West National Bank 24525 Alessandro Blvd. Moreno Valley, CA 92388	\$ 26,336	19.6%	\$13,374	13.7%	1.89%	1.64	Paul Goodus President (714) 242-4494
26 1st Nat. Bank in Coachella 1491 6th St. Coachella, CA 92236	\$ 21,632	4.0%	\$1,351	-6.2%	0.00%	2.19	Abie Lowery President (619) 398-4411

As of March 31, 1990. Most of the information on this list was furnished by Alex Sheshunoff Information Services, Austin, TX. Some banks furnished the information themselves. A bank's numeric ranking refers to the size of the bank and does not imply its strength within the banking industry. To the best of our knowledge this information is accurate as of press time. While every effort is made to ensure the accuracy and thoroughness of the list, omissions and typographical errors sometimes occur. Please send any corrections or additions on company letterhead to Robert Kemp, Editor, Inland Empire Business Journal, 3535 Inland Empire Blvd., Ontario, CA 91764 (714) 941-2511.

The Southern California Monorail and the Inland Empire

by Craig Hendrickson

As a businessperson, it would be financial suicide to make a multimillion dollar capital expenditure in a piece of equipment that you would utilize for only four hours a day to make a product that would serve only 10% of your prospective market. And yet, that is exactly what the transportation planners at our numerous public agencies have been doing. Consequently, there is not one public transportation system which covers its capital costs with its revenues. With the exception of Hong Kong, there is not one public transportation system that covers its operating and maintenance costs out of the fare box. All publicly operated public transit systems are heavily subsidized by the taxpayer.

In Southern California, the political system makes this situation most acute. Take the six counties, (San Bernardino, Riverside, San Diego, Orange, Los Angeles and Ventura) which make up the urban area of Southern California. At last count, in these six counties, there are over 200 different public agencies with some form of responsibility for transportation. Not one of these agencies has the authority to cross a county boundary. Most may not cross a municipal boundary. None of them like to work with any of the others. Several of them are constantly in some form of turf battle, and some even sue each other. The last turf battle between Los Angeles County Transportation Commission and the RTD, over who controls the second phase of the Metro Rail subway construction, cost Los Angeles County taxpayers over \$140 million, according to Neil Petersen, Executive Director of the Los Angeles Transportation Commission. The picture actually gets worse.

In these six counties, at last count, there were at least nine different public transit systems either under construction or in final planning. Every one utilizes a different non-compatible technology. Six are designed never to connect with any of the others. All but one are the most expensive applications of their technologies ever. All will need to be heavily subsidized. Every one will take longer than taking the car, and you will get to LA City Hall from L.A. Airport faster on bicycle than by taking the LAX Shuttle bus to the Green Line to the Blue Line to the Red Line and then hoofing it to City Hall. In short, our transportation planners are leading us down the road to certain failure.

But, there is exciting and challenging news on the horizon. It is a project called the Southern California Monorail Project, and it will revolutionize the way you think about moving around in the 21st century. In the form of a California statewide constitutional ballot initiative for the March 1992 statewide ballot, this initiative, when passed, will:

- (1) Create a six-county publicly elected Southern California Monorail Transit Authority which will be autonomous from and paramount to all of the 200 + public transit agencies in the six counties;
- (2) Create and set the ground rules for a private/public partnership to design, build and finance, at minimum, a 2,000 mile six-county high-tech (probably magnetically levitated state-of-the-art) monorail system;
- (3) Mandate that this entire 2,000 mile system be fully operational no later than December 31, 2012;
- (4) Mandate that the system be utilized as the six-county freight distribution and collection system and that it be designed as the six-county solid waste management system;
- (5) Mandate the creation of a privately financed statewide debit card system to be utilized by all providers of public transit services in the state;
- (6) Create over 600 superb commercial/residential development opportunities to tie into most of the stations (portals).

The Southern California Monorail Project (SCMP) is designed from the ground up to avoid the problems faced by all other public transit systems while providing a level and experience of service unmatched by any other transit system. The SCMP will be profitable while solving the transportation and solid waste management problems while helping to reduce the air quality problem. Here's how:

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THE MYTH OF "HIGH COST" ADVERTISING

by Frank Vessels

A common unfortunate myth holds many businesses back from realizing their true potential. The "high cost" often associated with advertising discourages many otherwise shrewd business people from discovering advertising's powerful potential. The truth is, advertising does not need to be expensive. In fact, effective advertising, even with a small budget, should bring a significant return on investment within a relatively short time.

In today's competitive business community, all good advertising needs to aim for a measurable payoff. And with the current sophistication available to advertising professionals, this payoff is clearly obtainable. Ask today's major advertisers — straight "brand advertising" is a worn-out luxury! Campaigns are now evaluated by these two simple questions: how much was spent? How much was sold?

Advertising has evolved into a fairly predictable science. Market research, demographics, psychographics and computerization give today's smart advertisers a fast and relatively inexpensive jump on their competition. In fact, a strong advertising agency will actually save its clients money in the short run, and present them with invaluable cost-effective opportunities for greater success over the long haul. Unfortunately, too many business people view ad agencies as adversaries instead of allies. While it's true that some agencies have rightfully earned this notoriety, others are certainly willing to go to any lengths to make their clients successful! And, when they do, those agencies are worth their weight in gold.

Here are some of the key ways a good agency can save its clients money:

1. Free Marketing Expertise

Most significant agencies serve as a marketing resource for their clients. Because good advertising depends on a sound understanding of marketing principles, a good agency should be able to readily understand and articulate the subtler marketing nuances of a particular business. Agency principals, account representatives, media counselors, and creative directors often represent a wealth of marketing expertise clients rarely pay for. Good agencies automatically do extensive research before they make advertising recommendations. This, usually "free" information often proves invaluable to a company. This information may help in such diverse areas as "product design" or "distribution." At the very least, it will help a business begin to pinpoint its most cost-effective advertising options.

2. Free Advertising Planning

Most reputable agencies provide potential clients with relatively well thought-out advertising plans. They do this for two reasons: they hope to demonstrate their ability to understand and relate to that particular client, and they hope to "sell" the client on a particular course of action. This advertising plan should take into account the goals and capabilities of the client. It should lead from the obvious, inexpensive to the obscure and more costly. Every opportunity should be spelled out, from assisting with a company name or logo, designing needed business cards and stationary, to

suggesting a wide variety of advertising options, from direct mail to network television.

Advertising agencies make money in two general categories: placement (the selection and purchase of media advertising space or time) and production (either print, in the form of brochures or ads; or electronic, in the form of radio and television commercials or shows). Most sell these products through complimentary written proposals. Many astute companies realize tremendous success by recognizing the opportunities presented in a solid, well researched advertising plan offered by an advertising agency.

3. "Free" Media Planning and Buying

Most good agencies also provide serious clients with in-depth media planning. Here is one of the most critical areas affecting successful advertising. Strategic ad planning and buying can save clients up to 50% of their advertising budgets while even more than doubling the overall advertising response rate.

A good agency can do this in two ways. First, because agencies usually buy more media than the single typical advertiser, they generally have more bargaining power with the media. This often means dramatic savings for the agency's clients! Second, reputable agencies can afford to be completely objective in what media they buy and how they buy it. Unlike a single radio or television sta-

tion, cable system, or newspaper company, the ad agency has no "inventory" to sell. It can afford to look objectively at all the client's options independent of personalities and salesmanship. Utilizing state-of-the-art technologies, a good agency will assist its clients in discovering the most cost-effective way of reaching qualified prospects. Not only does this factual information specify which medium is most effective, but it also specifies exactly when and where the advertising will most efficiently reach the client's target market.

And, best of all, agencies are generally paid their commissions for this work by the media themselves, not by the client. The only general exception to this

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Palm Springs Vintage Grand Prix Still Alive!

by Susan Flint

City employees call it a "Herculean task to put on," and none of the promoters over the past five years have stated that they have made money on it; however, the Palm Springs Vintage Grand Prix is on the calendar again for 1990.

The Vintage Grand Prix was the first major special event to receive sanctioning by the Palm Springs City Council as it assumed the mode of a "market driven city" in 1988. The Council recognized that special promotional events had been a significant stimulus to the economy of Palm Springs.

The Vintage, as it is known around town, was originally a Chamber of Commerce-sponsored fundraiser begun in 1984. The first year's track was one square block. The racers were strictly vintage machines. It rained that weekend. But people, locals, came out and had a great time. No major funds were realized, but the decision was still to do another one in 1985.

The 1985 event was a bit more spectacular, and Chamber officials called on the Long Beach Grand Prix promoters for some assistance. The race moved from the streets to the Palm Springs Regional Airport and remained there until 1987 when activity at the airport became too busy.

Mayor Sonny Bono urged the return to the streets and spearheaded the effort to give the event full city sanction. He saw it as a way to enhance the marketable image of Palm Springs and to generate additional transient occupancy tax and sales tax revenue. Bono's thinking was right on target according to an independent survey conducted after that event by the Jones Agency, a local public relations and advertising firm. Results showed "luxury rooms virtually unavailable that weekend" and "dramatic increases in retail sales ranging from 8% to 17%."

In the dash to make the event profitable, pro events were added to the schedule and drew big names like Stirling Moss, Parnelli Jones, Bobby Unser, Jr., and Roger Mears. Still the promoters did not experience profit, and in March of this year Vintage Grand Prix, Inc., the 1988-1989 management contractors, pulled out of a six-year contract saying that they had lost a significant amount on the most recent race and associated festivities. In addition to the racing events the Vintage offers a Concours d'Elegance, musical events, an invitational golf tournament, a Chamber of Commerce Casino Night and a variety of parties for race enthusiasts.

The City of Palm Springs moved immediately to announce that it was open to proposals for the 1990 event. Rick Cole, a Hollywood entrepreneur and operator of the well-known Rick Cole Auction, submitted an informal proposal. The City Council made the decision to proceed exclusively with Cole. At this writing Cole has been given until June 15 to present the formal proposal and have it considered by the Council.

The initial proposal calls for the event to go back to a total vintage effort, according to Allen Smoot, city coordinator for the Vintage over the past four years. "We lost some of the crowd that comes for the vintage racing and many participants because there just wasn't enough time on the track for them," said Smoot. Running a vintage vehicle on a concrete-lined course was not attractive to owners of some of the prime cars.

"We learned over five years that a ten-day event is not realistic when you have volunteers doing a lot of the effort," Smoot said. "So this year we are planning a four-day effort and have set it for November 15-18."

Smoot began planning for the 1990 event only days after the 1989 race was history. According to Smoot, about thirty percent of the planning effort goes into the actual track layout. Cole is

proposing extending the track route to 1.3 miles, which means going back to the drawing board for Smoot. Setting up and taking down the track accounts for about one-third of the cost to put on the race. The total cost for set-up is approximately \$600,000.

Assuming Cole comes through with an acceptable proposal, Smoot says that the remaining challenge will be to "glamorize the event and reduce the costs." Cole is considering making 1990's Vintage Grand Prix event a charity benefit, and this may well be the year to do it.

Susan Flint is Public Relations/Advertising Coordinator for the City of Palm Springs.

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REAL ESTATE DYNAMICS

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By Sanford R. Goodkin
Executive Director
KPMG Peat Marwick
Goodkin Real Estate
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We are at full gallop in the age of change. Will you survive? Do you want to? A very successful broker told me that he can't get any land in Houston. I asked him if he was kidding, because there is so much land in Houston that lenders can't wait to get it off of their books. He answered, "No, I mean land that I can steal."

I met with two major New York investors. They both were attracting deals by "the hundreds from all over the country." They were interested "as long as it was at wholesale." Their version of wholesale was stealing it.

A very large land developer told me that "the fallout will be terrific: There will be opportunities to take over good-small- and medium-sized builders at a fraction of what it would have cost six months ago."

These were not thieves. These were decent, successful folks who see opportunity by the ton. Will the Japanese ride in and rescue builders? Well, they are now focused on Europe. They feel that we have been insulting them and their money. The rules have changed. But with adversity and

dramatic change there is opportunity. If you are bold, organized and not arrogant, you will succeed.

I have been in this industry for 34 years and I have never seen anything like what is going on. It will take luck and contacts to survive this one. There is no insulation from change.

It is time we went right to the consumers, our past customers and voters. Forget the politicians for awhile. Consumers think that we own politicians. Anyway, they are a fickle bunch—first this way and then that way and then no way.

We are in an affordable-housing crisis with major and lasting consequences. How did we get here? Did our greed make it happen? No. Did the politicians care that each dollar they added to the permit, never calling it new taxes, would price out more citizens? No.

Consumers certainly were not aware of the problem because we seldom mentioned the fact except in builder and Realtor meetings—which was sort of like the choir singing to the choir.

I have been in this industry for 34 years and I have never seen anything like what is going on. It will take luck and contacts to survive this one. There is no insulation from change.

Let's immediately make an educational plan that:

- Teaches teachers how a home is built, from the land to the delivered product.
- Instructs new media as to land use and how it affects home prices.
- Reaches politicians through the educated voter.

Politicians don't pay attention to anyone but their own constituency. Senators respond to political contributions. A city council listens only to the loudest audience.

We can get all the tools we need from architects and planners who would be only too happy to assist in the battle.

I shared the stage with a regional president of a Federal Reserve District. He said the Fed will fight inflation regardless of the coming election; that a GNP of over 2 percent is too high and that an unemployment rate of 5.3 percent is too low. He also said he could see the fight going on for four to six years. "The end result is that a lot of you will be out of business." At the Urban Land Institute's Leadership meetings in February, two good people felt that "up to one out of two builders would be out of business by 1992." When I mention this to an audience they resent it.

Do you have an attention span long enough to listen, to develop a "what if" scenario for your own survival, regardless of what happens out there?

This is a time for caution and planning. It is time to make alliances with the new funds that are

popping out of the ground. It is for you to prepare the economic and market reasons for these potential allies to venture with you.

Remember that the great revolutions are not just in Eastern Europe. They are in your backyard. The revolutions are now in finance, which

will never be the same due to new players and new criteria, and, later, in the erosion of property rights. You can depend on your voters to revolt against traffic and growth.

Know your market like you never knew it before; learn about product diversity (i.e., for the elderly, mixed-use, medical, leisure, warehousing/distribution, franchising). There are opportunities out there but you must widen your curiosity and attention span. □

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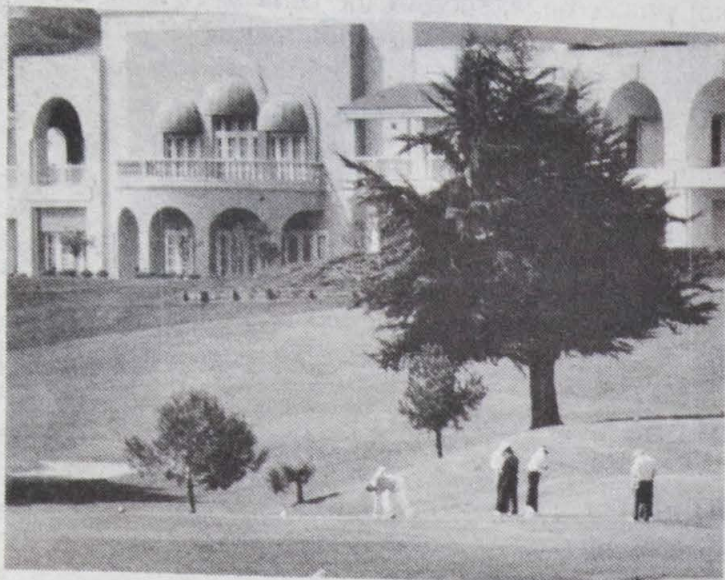
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Today there are numerous hotels and resorts that cater to the needs of over-stressed business men and women. Whether they be on vacation or business, these hosts send guests home feeling relaxed and refreshed.

La Costa Hotel And Spa

The La Costa Hotel and Spa in Carlsbad is one of the world's leading resorts and meeting sites. It is a total vacation destination, offering a 50,000-square-foot Conference Center, two eighteen-hole championship golf courses, a twenty-three-court racquet club, a spa and health center, eight restaurants, and a 180-seat movie theater, which shows first-run films nightly.

Other amenities available to La Costa guests include the use of saunas, whirlpool baths, rock steam rooms, Roman pools, and whirlpools. For guests looking to be pampered, there are massages, full facials, manicures and pedicures.

Exercise classes, in a variety of regimens, are offered daily and La Costa staff members are available to help guests design a fitness program suited to their personal interests and goals. A resident nutritionist is available to give guests a computerized nutritional analysis profile. A personalized health plan is offered to guests which deals with nutrition, weight control, stress management, and communication in personal and work relationships.

La Costa's renowned Spa operates twelve hours a day, seven days a week, 365 days a year. On a typical day at La Costa, spa employees provide more than 350 massages and 200 facials.

La Costa offers guests a variety of vacation alternatives ranging from the pampering of the original Spa Program to the revolutionary Life Fitness Program. The seven-night Spa Program includes full American plan (breakfast, lunch, and dinner), daily spa admission, nutritional and skin analysis, daily massage, herbal wrap, complimentary golf and tennis, "Sunbrella" tanning, ultimate cleansing facial, Orthion treatments, spot toning, and extra beauty services such as shampoos and sets.

For those looking for a shorter stay, La Costa offers the three-day/two night "Spa Sampler" package allowing guests to take advantage of several spa services for one low price. The program features deluxe accommodations, spa admission and service charges, half-hour daily massage and unlimited exercise classes.

A change of lifestyle is also possible at La Costa for those guests participating in the seven-night Life Fitness Program. The program begins on Sunday of each week and includes a regularly scheduled trip to a local supermarket to learn how to "shop healthy," lectures on how to dine out "healthy," cooking demonstrations, exercise periods, relaxation techniques, plus a variety of pampering spa treatments. A medical doctor, lifestyle counselor, nutritionist, and exercise physiologist staff the program and together prescribe a detailed exercise and nutrition regimen tailored to each guest's individual needs.

The seven-night program includes full American plan (breakfast, lunch, and dinner), nutrition and skin analysis, La Costa's daily vitamin and mineral

regimens, daily massage, three facials, three herbal wraps, a loofah salt glow scrub, a private make-up session, hairstyle, pedicure/manicure, and complimentary golf and tennis.

La Costa's 50,000-square-foot modular designed Conference Center features an 8,000-square-foot grand ballroom for gala events or large social functions, and fifteen individual meeting rooms, ranging in size from 576 square feet, to 1,716 square feet and including a proprietary-assured executive board room. The Grand Ballroom can accommodate up to 1,000 for receptions, or 660 for banquets.

The Conference Center is supported by a state-of-the-art Media Center, featuring advanced audio-visual techniques, multi-lingual simultaneous translation capability, recording and duplicating, transmission and reception of live or pre-recorded commercial telecasts, triple-rear and single-front projection for film, slides, transparencies and video. For more information, call (619) 438-9111.

The Crescent Hotel

The Crescent Hotel in Phoenix is one of the Valley's premier corporate hotels and conference centers because it was designed specifically to meet the varied needs of frequent travelers. The conference space comprises 28,500 square feet of indoor space, divisible into seventeen separate meeting areas, and outdoor facilities, which can accommodate groups from 200 to 650. All facilities are fully equipped with audio visual capabilities.

When it's time to relax, Crescent offers an abundance of activities including a pool, fully-equipped health and fitness center, spa, and tennis and squash courts. Each guest room includes two telephones, sunk-in tub/marble bathrooms, television and radio, twice daily maid service and turndown, and an in-room safe. The lounge offers a big screen TV with VCR, magazine library, newspapers, book library, and games.

In addition to the variety of recreational amenities on property, The Crescent is accessible to horseback riding, jeep tours, hot air ballooning, and much more. Sight-seeing tours include Grand Canyon National Park and Monument, Sedona/Oak Creek Canyon (a mecca for art lovers and collectors), Jerome (a ghost town), Lake Powell/Glen Canyon Dam and National Recreation (a water sports paradise), Canyon de Chelly (pre-historic ruins), and Navajo National Monument.

Other points of interest include the Arizona Historical Society Museum, American Greyhound Racing, Louise Lincoln Kerr Cultural Center, Turf Paradise, Heard Museum, State Capital Museum, Cowtown Arizona, Rawhide, Phoenix Zoo, Desert Botanical Garden, and Waterworld.

For more information, call (602)943-8200.

The Phoenician Resort

The Phoenician Resort in Scottsdale is a secluded vacation retreat nestled at the base of Camelback Mountain on 130 acres. An incomparable art collection, including bronze sculptures by Allan Houser, and photorealist waterscapes by David Kessler complements marble floors and walls, crystal chandeliers, and exquisite furnishings and accessories.

Each 600-square-foot guest room features, among other amenities, McGuire rattan furniture, hand-selected art, three telephones (two lines plus a dedicated line for personal computer hook-up), a twenty-seven-inch remote-control stereo television, and a wall safe. Each of the luxury casitas which surround the resort's tropical lagoon offers private parking, a

fireplace, walk-in closets, a kitchen, and a superb view of Camelback Mountain.

The resort offers three distinctive dining establishments, including Mary Elaine's, a fine gourmet French dining restaurant; The Terrace, which specializes in Continental cuisine; and Windows on the Green, which overlooks the eighteenth hole of the golf course and features Southwestern fare. Casual dining facilities include Charlie's nightclub, for lighter dining in a dramatic setting; afternoon tea in the Lobby Tea Court, for an afternoon of true English tradition; The Oasis, a poolside restaurant offering sandwiches and salads; and the Ice Cream Parlour, where guests can enjoy home-

made ice cream, cakes, cookies, and sandwiches.

Live entertainment can be enjoyed throughout the resort — from classical music played daily on the Steinway, to a harpist at afternoon tea, to an upbeat

jazz ensemble in the lounge.

The Tennis Garden features ten lighted championship courts. The Phoenician Health and Beauty Spa includes an extensive fitness center, saunas and steam baths, a juice bar, and fully-equipped locker rooms. A nationally-acclaimed eighteen-hole golf course designed by Homer Flint is available to guests. The 6,500-yard, USGA-approved course rates a par 71.

The Phoenician's serene setting is enhanced by a tiered oasis of seven pools including an oval pool tiled in mother-of-pearl. Cascading waterfalls, an exotic whirlpool, two children's pools, and a 165-foot waterslide round out the resort's water sports facilities.

For more leisurely activity, the resort offers a collection of fine shops and boutiques showcasing men's and women's fashions, gifts, and exquisite art.

Meeting facilities include 60,000 square feet of function space which can serve up to 2,000 people. Highlights include the 22,000-square-foot Phoenician Grand Ballroom and areas specially designed for business and social events, including a full-service business center.

The resort's audio-visual capabilities are unequalled anywhere in Arizona. The multimedia Estrella Theatre is 5,720 square feet and provides satellite teleconferencing capabilities, a computerized audience interactive response system, simultaneous translation into eight languages, and the ability to combine independent systems to transmit programs to any of the convention or guest facilities.

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**CRIMINAL LIABILITY FOR
SUPERVISORS AND MANAGEMENT:
AN INLAND EMPIRE ISSUE FOR THE NINETIES**

by Russell J. Thomas, Jr.

At the present time most statutes that are designed to protect employees or which make certain types of conduct on the part of employers unlawful are enforced through civil lawsuits. If an employee prevails in such a suit against a corporation or business entity, the individual is awarded some form of monetary damages. In recent years both Congress and the State Legislature

have looked for ways in which to increase the sanctions available to employees against those who violate legislative enactments. For example, most new legislation in the labor and employment area permits an employee who prevails in a lawsuit brought under the statute to recover not only compensatory damages but also attorneys' fees and costs.

Another approach increasingly used by the federal and state legislatures is the imposition of criminal penalties against individual managers or supervisors for violation of certain statutes relating to employee rights. The thinking behind this development is that the legislature desires to hold individual managers and supervisors personally accountable or responsible for the wrongdoing they seek to outlaw. It is believed that simply with monetary damages it is too easy for a corporation or an insurance carrier to pay a damage award, and that the individual supervisor or manager remains unscathed. In order to bring about individual accountability for executives, it is thought that resort to criminal prosecutions should be used more frequently.

The use of the criminal process in other types of business regulation has been with us for many years. For example, in the antitrust area, consumer fraud, and with respect to the regulation of securities, criminal prosecutions have occurred on a regular basis. On the other hand, the resort to criminal prosecutions has been rare with respect to employment legislation. However, in recent years at the federal level there have been a steadily increasing number of criminal prosecutions.

For example, in the subject of employee benefits regulated by the Employee Retirement Income Security Act, there has been an increase in the number of criminal prosecutions for the filing of false reports or information with the United States Department of Labor. With respect to occupational safety and health matters, the federal government has stepped up prosecution of individuals whose wilful violation of OSHA standards has resulted in the death of an employee.

In California, we are able to detect the same trend of increasing resort to the criminal process. For instance, recently the California Occupational Safety & Health Act was amended to include several additional provisions relating to potential criminal prosecutions. Under the new act, various reports and

documents will have to be filed by employers under oath. If the information that is filed is false, then the individual who signs the document on behalf of an employer is subject to criminal prosecution for the filing of a false report or statement. Moreover, other legislation has been introduced which would significantly increase the number of ways in which a supervisor or manager could be prosecuted under the State Safety & Health Law. Finally, we are also beginning to see

It is important for Inland Empire employers to be aware of those statutes in the labor and employment field which contain criminal sanctions, and with the assistance of counsel, prepare carefully for any investigation which could lead to the imposition of criminal liability.

amendments to wage and hour legislation which would further criminalize certain types of employer conduct.

Employers faced with potential criminal liability face a myriad of problems. The most frequent problem that can arise, and a problem that requires creative solu-

tions, is that most governmental investigations that ultimately result in criminal prosecution begin as civil inquiries. In other words, at the early stages of an investigation, the normal protections available in criminal proceedings, such as the right to remain silent and the right to counsel, are not available. During this stage of the investigation, evidence is gathered which can later be used a part of a criminal prosecution. The progress of such an investigation from one that is civil in origin and then becomes criminal can pose serious problems for any employer.

It is important for Inland Empire employers to be aware of those statutes in the labor and employment field which contain criminal sanctions, and with the assistance of counsel, prepare carefully for any investigation which could lead to the imposition of criminal liability.

Russell J. Thomas, Jr., is an attorney with Best, Best & Krieger in Ontario. He specializes in employment and environmental law litigation.

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A SLICE OF THE QUALITY LIFE IN MORENO VALLEY

by Catherine Zimring

The City of Moreno Valley incorporated in 1984 with a population of 49,702 people; five years later the population has increased to 115,000 with no signs of the dizzying rate of growth slowing down. Such a pace might overwhelm some communities, but Moreno Valley adopted a progressive comprehensive General Plan in 1988 and has managed its growth in such a way as to improve the quality of life for people in this community.

Many residents view the growth as an opportunity to grow along with the city. Pat Dorobiala was attracted to Moreno Valley's growth and vitality. "The growth of the population and businesses here is very exciting," said Dorobiala, "and I realized that there would be expanding opportunities for my own company here."

Dorobiala owns DMA, Inc., a management consulting firm to businesses and homeowner associations. Despite an active business, she's managed to find time to carve a place for herself in the community through memberships in the Chamber of Commerce, the Womens' Networking Group and the American Association of University Women.

"In Moreno Valley I feel like an active, contributing member of the community," she said. "There are so many op-

portunities for residents to get involved and help shape the future!"

A similar spirit of involvement and volunteerism spurred Paulette Davis to serve as vice chairwoman of the Friends of the Moreno Valley Senior Center, which she's been involved with since its creation in 1984.

"The purpose of the organization is to help raise funds for the Senior Center, the van service for the elderly and handicapped, and other Senior programs," she noted.

"Starting in July, we'll have a senior citizens' softball league," said Bob Miles, the City's superintendent of recreation. "In addition, they and their families enjoy a wide range of activities, from softball and soccer leagues to tennis, volleyball and karate."

He noted that the wide range of activities and programs sponsored by the City are expanding to meet the growth of the area. Moreno Valley currently has 94 acres of park land, for example, with 176 more acres scheduled to be opened within the next two years.

Educational opportunities are expanding also. "The Moreno Valley campus of Riverside Community College is here to serve the entire community, and will offer educational, cultural and recreational opportunities for everyone," said Campus Dean David Richardson. Construction for

Phase I is currently underway on the 130-acres site. "The campus will offer a complete academic program for full-time students, as well as free community classes open to the public," said Richardson. There will also be joint ventures with the City, which will include a public park, pool and theater on campus. The campus will officially open on March 13, 1991, coinciding with the 75th anniversary of Riverside Community College. When all three development phases are completed, the college will serve about 12,000 students.

To meet the demand for hospital care, the Moreno Valley Medical Center is under construction, and is scheduled to open in September, 1990. The \$35 million full-service community hospital will be a 96-bed facility, with a 24-hour emergency and outpatient service, employing approximately 250 people.

Mayor Denise Lanning also believes that the best is yet to come for Moreno Valley. The commitment demonstrated by major developers and nationally known retailers in Moreno Valley has already resulted in greater options and convenience for residents. She noted the anchorage of chains such as the Broadway and Sears at the TownGate mall, and other well known retailers and discounters such as Mervyns and the Home Club.

In addition to these recent developments, Lanning is pleased with significant upgrades in police and fire department services. "The ratio of police officers to residents has increased, as have the number of traffic patrols," she stated. The City is also planning to enhance the fire department by bringing more firemen and equipment to Moreno Valley. "Because of these upgrades, residents have reason to feel safer and better protected," said Lanning.

In five-and-a-half brief years, Moreno Valley has made dramatic progress in developing an exceptional quality of life. "We're making great strides toward this challenging goal," asserted Lanning, "and people from all walks of life are involved in this exciting process!"

QuickTake

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Bucking The State-Wide Trend: Inland Empire Home Prices Continue To Escalate While Number Sold Remains Fairly Steady; Industrial Real Estate Demand Strong

Bucking the state-wide trend which saw prices for single-family resale homes decrease slightly in recent months, prices for homes in San Bernardino and Riverside counties continued to show hefty increases — both month-to-month in most months and versus a year ago. While fluctuating, the number of resale units sold remained fairly steady versus a year ago.

Simultaneously, the industrial market has continued to boom in the Inland Empire, especially in the "west end" comprised of Chino, Fontana, Montclair, Upland, Ontario, Mira Loma and Rancho Cucamonga. A total of 3.4 million square feet of industrial space was sold or leased in the first three months of 1990 in Riverside and San Bernardino counties, according to a study by Grubb & Ellis, with 2.5 million square feet attributable to the west end, nearer Los Angeles.

According to TRW real estate data, the average price of a resale home was \$144,851 in Riverside in April 1990; versus \$131,252 in April of 1989. The situation in San Bernardino was comparable if slightly lower: \$139,874 this April versus \$129,259 in April of last year. The number of units sold in Riverside was virtually identical in the two months in question at 3,163-3,164, while San Bernardino saw an increase from 2,808 to 2,950.

The only months with appreciable drop-offs in the number of units sold were this February and March, when 2,642 units sold in Riverside in February versus 2,709 the prior year; and 2,424 homes sold in San Bernardino this February versus 2,536 the prior year. Prices softened in San Bernardino in February versus January, but then immediately resumed their upward climb.

Corona has been the fastest-growing city in the state with a population of at least 50,000 for several years running, and here civic services and utilities have kept pace with growth.

While it is true that average single-family home resale prices softened slightly in Riverside in April versus March — going from \$146,891 to \$144,861 — the decrease was less drastic than the average reported state-wide. Overall, homeowners in the two-county area have reason to be thankful.

Part of the reason for the relatively buoyant residential real estate market in the Inland Empire is the sheer growth of the area overall. Not only was Riverside County the fastest-growing county in the state last year, increasing by 8.3 percent to 1.11 million residents; but five of the ten fastest-growing mid-size cities of 50,000 or more people in the state were located in the Inland Empire: Corona

(13.5% growth), Moreno Valley (12.3), Fontana (11.4), Rancho Cucamonga (9.2) and Rialto (8.8). Indeed, so rapid has been the growth that in some areas it is outstripping the abilities of sewer, water, and electrical utilities and civic services to serve the newcomers adequately.

Corona has been the fastest-growing city in the state with a population of at least 50,000 for several years running, and here civic services and utilities have kept pace with growth. City promotional literature touts this fact. Says Jim Bradley, executive vice president of the local Chamber of Commerce,

"Being the fastest-growing city does carry a certain amount of prestige. It shows a positive side of your city as long as you do it right. But if it's just showing growth for growth's sake, then it's suicidal."

Riverside/San Bernardino's strength as a high-growth area is further reflected in the fact that it placed second in the nation in new housing starts during the first quarter with 7,991 units, right behind much larger Los Angeles/Long Beach. Though new unit construction tumbled an average of 25% in these two Southern California major markets, the activity was still considered healthy compared to the rest of the nation.

Today's Executives Opt For All Work And No Play

Days of 18-Hole Business Gatherings Draw To Close

In a just-completed nationwide survey that asked executives how important participatory sports activities are to business connections and networking, only four percent of respondents considered them very important and a full 57 percent said they were unimportant.

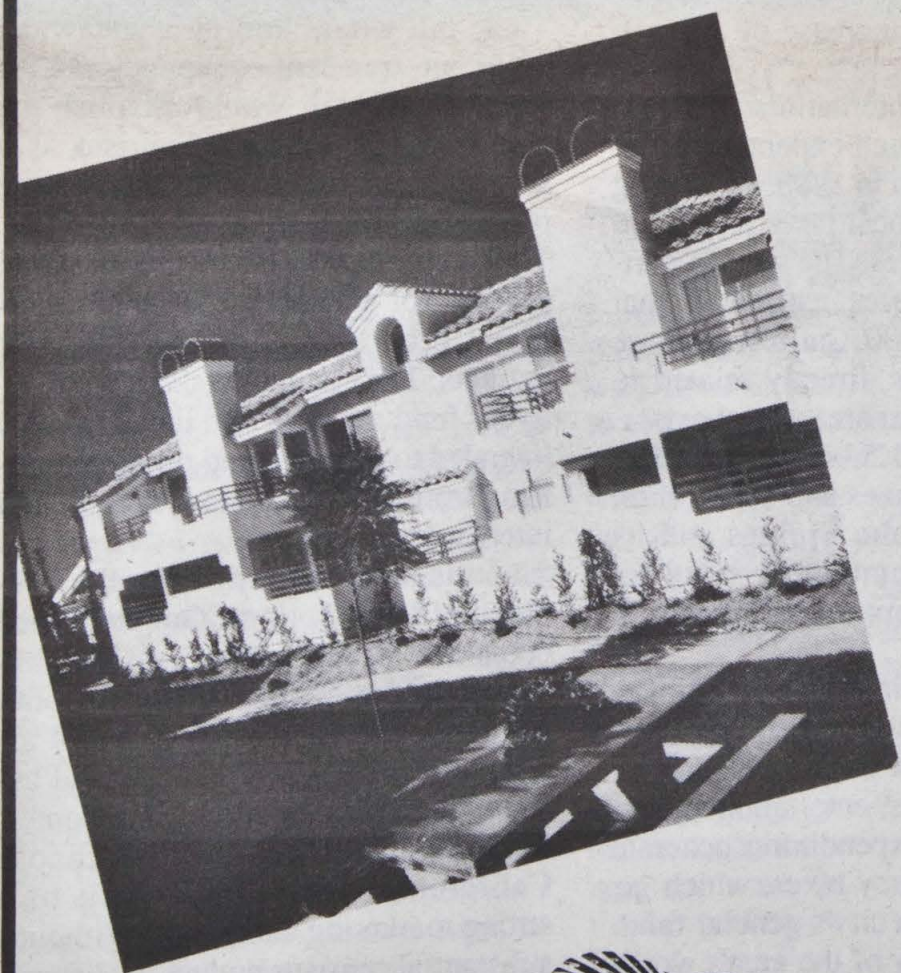
The survey was developed by Accountemps, the world's largest temporary personnel service for accounting, bookkeeping and information systems, and was conducted by an independent market research firm among executives of 200 of the nation's 1000 largest companies.

Respondents were asked: How important is it for business connections and networking to participate in sports activities with colleagues? Their answers were:

very important, 4%; somewhat important, 39%; somewhat unimportant, 28% and not at all important, 29%.

"In today's high-pressure business environment, even networking techniques are evaluated for their ability to achieve maximum results," said Max Messmer, chairman of Accountemps. "The need to make every minute count just doesn't accommodate frequent relaxed sports outings when business is the motive."

"This certainly doesn't diminish the importance of networking or physical exercise," said Messmer. "But the 15 minutes of business previously conducted over 18 holes of golf may have gone the way of the three martini lunch."



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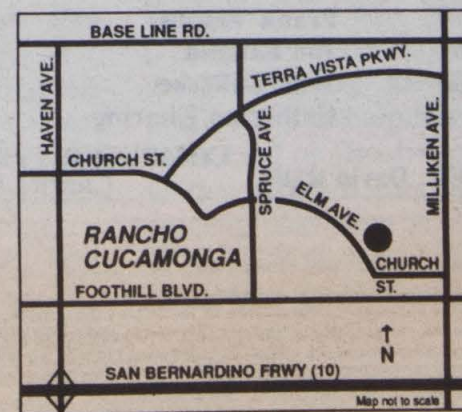
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Editorial

CITY FATHERS MUST BACK ONTARIO AIRPORT

Orange County continues to display Disneyland logic in dumping its problems on surrounding counties. Need a new jail? No problem — just explore the desert outside of Riverside. Need a new place to dump your garbage? No problem — just find a revenue-hungry community in the Inland Empire that can stomach a landfill. Need a new regional airport? No problem — just find an out-of-the-way mothballed Air Force base named George and tout it as the answer.

George might make sense for long-haul coast-to-coast and intercontinental flights where on-the-ground travel time isn't that critical, but is a ridiculous choice for short regional hops because of the unavoidably long travel time to get there, Bullet Train or no Bullet Train. We think that the city fathers in the west Inland Empire — Ontario, Chino, Upland, Montclair, etc. — had better wise up in a hurry and jointly protect the substantial interest they have in the Ontario Airport. It's ideal for short hops because the commute time from Orange County, especially with high-speed transit, is much less than to George AFB. Also, the Ontario Airport is currently underutilized, and could take up much of the slack from John Wayne Airport.

City fathers, protect that investment you have in the airport and in all the new office buildings and hotels dotting the airport area. Persuade the powers-that-be in Orange County, especially the Board of Supervisors, to give Ontario Airport a second look!

HARD WATER COULD SPELL HARD TIMES

In the range of critical issues facing the Inland Empire, none exceeds in urgency in our view the future need for potable water. Not traffic gridlock on our freeways, not the quality of air, not mass transit — nothing is more important than our future water supply here. Even now, groundwater throughout much of the Inland Empire must be blended with purer water from Northern California to be palatable. What happens if those supplies of purer water dry up? Hard water could spell hard times for those communities accustomed to rapid and seemingly unending growth, based upon ample soft water supplies.

We support a regional task force to ask questions and seek answers as to what our future water resources will be in the Inland Empire, and to encourage private utilities to bring in more pure water.

SPORTS TWINPLEX MAKES SENSE

We applaud the city of Fontana leadership for having the vision and foresight to try to develop a major sports and entertainment complex and bring professional sports franchises into the Inland Empire. Certainly, they have stolen the march from other area municipalities which might have wanted to do a similar thing but now find themselves at least a year behind the Fontana group.

Intelligence has been shown in turning over negotiations and management of the complex to a professional entertainment firm, and offering the sports franchises that choose to sign a lease a piece of the action in the sports complex itself. This ought to make them want to stay and build for the future.

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Guest Commentary

Getting California's Tourism Promotional Budget Back Where It Belongs: Support Proposed Senate Bill No. 6

by Sonny Bono
Mayor/Palm Springs

As mayor of one of California's most famous and popular resort cities, Palm Springs, I strongly support passage of Senate Bill No. 6, which would provide additional funding for tourism efforts statewide. According to the United States Travel and Tourism Administration, tourism is this country's third largest industry, generating \$313 billion in expenditures annually. More than 5 million Americans are employed in tourism jobs and an additional 2.3 million provide indirect support. Tourism is rated the number one industry, along with agriculture, in California.

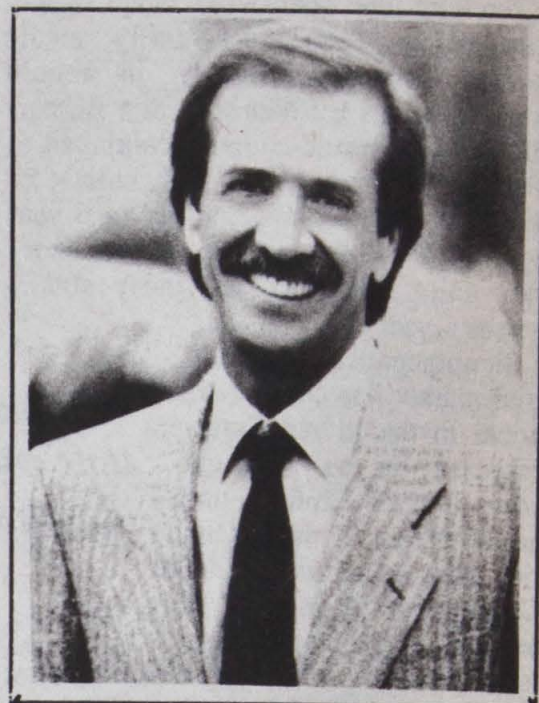
In 1988, U.S. and international travelers generated \$39 billion in federal, state and local tax revenues. More than 34 million international travelers visited the United States, spending in excess of \$18.4 billion. This market has a significant impact on California, which was rated as the number one U.S. destination in a recent USTTA survey of the top twelve international markets. An unprecedented 4.6 million overseas tourists visited California last year, an increase of 2.2 million since 1985.

In California, international and domestic travel-related expenditures totaled \$31.5 billion in 1988, generating \$789 million in local taxes and \$1.25 billion in state taxes. The state Department of Commerce estimated that more than 500,000 Californians are employed in jobs directly related to travel. In the desert area, travel expenditures totalled \$1.5 billion, with \$33 million in local taxes and \$59 million in state taxes. Palm Springs and its neighboring communities make up the only significant tourist market in the region.

In the Palm Springs area an estimated 2.5 million visitors spend approximately \$1 billion each year on area hotels, restaurants, entertainment and services. These expenditures generate transient occupancy taxes, which go directly into each city's general fund. The vast majority of the area's workers are employed in the tourism industry. These same workers contribute additional sales and property taxes to the communities of the Coachella Valley.

With its enormous financial impact on Palm Springs and the desert resort communities, and on the entire state, tourism is vital to the continued growth and health of our economy.

California is the number one state in terms of tourism receipts, but, unfortunately, we fall far behind other states in tourism promotion budgets



and spending. In 1988, California spent just five cents for each visitor it attracted, while other states were spending an average of twenty cents per visitor annually. The typical visitor spent an average of \$336 while visiting our state.

Even if the California legislature increases the 1990/91 tourism marketing budget to the \$7.3 million recommended by Governor Deukmejian, California would place just sixteenth in the country for tourism budgets. Senate Bill No. 6 will provide approximately \$25 million annually for promoting California tourism. We need to have this type of budget to stay competitive in the tourism market.

The bill would impose a statewide, half-cent, transient occupancy tax for funding. The bill would establish the California Council on Tourism as a separate department dedicated to the promotion of tourism in California. The funds generated by SB 6 would provide for expanded tourism promotional programs, utilizing domestic markets. The council would also selectively fund regional and local projects intended to improve and promote tourism throughout the state, national, and international markets.

Tourism has always been the lifeblood of Palm Springs. Our continued economic health and expansion contribute to the quality of life for both residents and visitors. We cannot afford to rest on our reputation and assume that the international and domestic tourist will continue to choose California, without the benefit of a strong marketing campaign. Without a substantial tourism budget, California may lose a share of its market to such states as Alaska, Texas, South Carolina, and others that are already luring visitors with sophisticated and well-funded promotional campaigns.

We need to support SB 6 to ensure that we maintain our spot as the foremost resort state in the country. I urge everyone who wants to see California continue to flourish to support this bill and our efforts on behalf of this vital state industry.

INLAND EMPIRE BUSINESS JOURNAL CLOSEUP

This month the Inland Empire Business Journal conducted an in-depth interview with Marvin Malecha, Dean of the College of Environmental Design at Cal Poly-Pomona.

IEBJ: Tell us something about the history of your various architecture programs. For example, when did your school begin, and when were various specialties added to the curriculum?

The College of Environmental Design is comprised of four departments: Architecture, Landscape Architecture, Urban and Regional Planning, and Environmental Studies. In addition there are support units which compliment the academic units. These include, The Institute for International Studies, The Center for Environmental Design Education, The Institute for Environmental Design Research, The Computer-Aided Instruction Laboratory and The College Resource Collection and Archive.

The Department of Landscape Architecture was the first academic program, initiated in 1957 within the School of Agriculture. Urban and Regional Planning came as an option in 1966 and when the Architecture option was initiated in 1969 the three programs were organized as a division of Environmental Design within the School of Agriculture. In 1971, the School of Environmental Design was founded with three departments. In 1985, College status was granted to the school, and in 1987 the Department of Environmental Studies was founded. The College Resource Center was founded in 1972 and the Archive was added in 1985. The Computer Aided Instruction Laboratory was established in 1984. The Institute for Environmental Design and the Institute for International Studies were founded in 1985. The Center for Environmental Design Education was founded in 1988. Currently the College is working to establish a Center for Urban Research; discussions are underway with the City of Ontario. We are also nearing the initiation of an Interior Architecture program.

IEBJ: To what do you attribute the excellent reputation of your programs?

Our students are well prepared to enter professional practice and they have been given a broad education. The College has adapted the following quote as a motto:

*"Some knowledge of the past,
some vision of the future,
some skill to do useful service,*

*some urge to fit that service
into the well being of the community,
these are the the most vital things
that education must try to produce."*
Virginia Gildersleeve, Educator

IEBJ: From where do you tend to draw the majority of your students?

The majority of our students are from Southern California;



however we do draw students from the entire state of California. In fact we attract more than 1400 applications in architecture for 140 positions.

IEBJ: Could you give us an overview of the curriculum for each of your majors (specialties)?

The core curriculum in Architecture includes various introductory courses, 11 courses in architectural design, plus courses in structures, building construction, environmental controls, historical architecture, seismic design, urban planning, etcetera. Additionally, there are 14 electives.

The landscape architecture option includes various introductory courses, basic, intermediate and advanced landscape

design, landscape construction, plant materials and design, urban landscape, world gardens, etc. Additionally, there are many electives, some of them very practically-oriented such as "turf management" and "landscape sprinkler architecture."

The urban regional planning option is a very broadly-based program incorporating courses in planning, research, graphics and design, urban transportation, plan development, the history of urban planning in America, regional planning, growth management, industrial development, neighborhood revival, computer-based planning, and many more disciplines.

IEBJ: Could you give us an estimate of what percentage of your graduates you place or are currently working in firms doing considerable business in the Inland Empire?

We place approximately one-quarter of our graduates in the Inland Empire.

IEBJ: Could you tell us something about your background?

I am a Minnesotan by birth. I attended St. Thomas College in St. Paul, The University of Minnesota and Harvard University. I am married with two children and have lived in California, specifically Claremont, since 1976. I am an architect as well as an educator and I continue to maintain a consulting practice to stay relevant in my profession and thereby refresh my teaching. I have experience in corporate practice and worked on a number of large projects, the most recognizable of which is Citicorp Center in New York (the silver angled roof structure) while I was at Hugh Stubbins and Associates.

IEBJ: What do you enjoy most about your work?

I enjoy nurturing the creative spirit in people. The Dean's job is a people job; I like people.

IEBJ: What do you enjoy least about your work?

I hate to assess failure when I see potential. I hate to turn people away from our College because we do not have the resources to teach them. I must try to make quality on the basis of broken promises our politicians make. California needs enlightened leadership to support education.

IEBJ: How do you like to spend your time away from your work?

I enjoy travel, not in organized groups but on my own with my wife. I also love to sketch.

GUEST COMMENTARY

THE AFFORDABLE HOUSING CRISIS II: LOCAL GOVERNMENT'S IMPACT

by John Zakoske

Lately the lack of affordable housing for the middle class has become a popular subject of debate. Some argue that the federal government is to blame and others will point the finger at the "greedy developers," but a common view is to attach a portion of the blame to local government land use policies and the development review process.

The Claremont Institute's Golden State Project has published a number of interesting articles on this subject. Gary Hull's "The American Nightmare — How Government Regulation and the No-Growth Movement Are Destroying Homeownership" suggests that government regulation can double the cost of a new home in Orange County. The extra costs come from delays, zoning restrictions, permit conditions, excessive code restrictions and developer fees. Representative David Dreier (R-33rd District), Chairman of the Congressional Task Force on Housing, also acknowledges the impact of local regulation on affordable housing. Dreier feels that "So long as this regulatory process continues to threaten housing affordability, proposals to expand federal housing programs will be ineffective. Congress can do little to solve the affordability problem for low — and middle — income families unless steps are taken by state and local governments to lighten the load of restrictive housing policies."

The situation in the Inland Empire is probably better than in Orange County

— fees are about \$10,000 per lot less, and zoning restrictions may not be as exclusionary. Overall, local government in our counties is concerned about the affordability question (I know that San Bernardino County has held several workshops to address the problem), but there is no doubt that many of the same conditions that impact Orange County housing also drive up the cost of homes in this region. If there is a 50% increase caused by regulatory constraints including fees, that still amounts to an extra \$56,000 for the \$168,000 average new home in the Inland Empire (based on Dec. 1989 figures in the Inland Empire Economic Council's Quarterly Economic Report). If you purchased this average home, \$11,200 of your down payment and \$410 of your monthly payment would go towards financing this extra cost. The income needed to qualify for the home has increased from \$42,000 to \$63,000!

Using the national income qualifying figures in a *Los Angeles Times* article cited by Gary Hull, ("Reform of Local Regulations Urged," 8/17/86), we can calculate that government regulation has eliminated over 400,000 people from purchasing the average-priced home here

(assuming similar relative income distribution in Southern California and the nation). Given this news, it should be no surprise to find that affordability is shrinking fast.

Housing advocates complain that local government leaders are persuaded against permitting low-income housing by vocal residents. The costs of these

"So long as this regulatory process continues to threaten housing affordability, proposals to expand federal housing programs will be ineffective. Congress can do little to solve the affordability problem for low — and middle — income families unless steps are taken by state and local governments to lighten the load of restrictive housing policies."

policies are passed on to the new home buyers, who have no say in the matter before they move in, and who quite often display notoriously low voter turnout rates after moving into their new community. The fact is that residents rarely turn out at City Council meetings to laud a new development, and Council members are realistically compelled to listen to those who are vocal. It is unfortunate that the developer does not have the authority to vote for the future residents of the project in the same fashion that he may commit those residents to future Mello Roos payments and other significant costs.

In reviewing these criticisms of local government, it is important to keep in mind the monumental task of trying to effectively run a city or county in the

post-Proposition 13 world. It is clearly unfair to blame local government for doing what they must to finance needed improvements, and for answering the requests of its citizens. It is no coincidence that developer fees have risen dramatically since Prop. 13. Some of these increases are reasonable — new development should pay its fair share — but others are not. Furthermore, it does not make good economic sense to pass these fees onto the buyers who have to pay market rates to finance them, when cities have the ability to borrow at more economical rates and pass the costs onto the residents in the form of general obligation bonds and Mello-Roos districts.

Certainly we do have some enlightened civic leaders in the Inland Empire, and we have seen a number of communities get together and finance needed improvements without placing a regressive burden on the new home buyers. More people are becoming concerned about the affordability question, and steps are being taken to help matters. We do need some kind of fiscal reform in Sacramento that will lift the burden off of new housing, and local government must try to balance the concerns of current residents with their citizens of tomorrow.

John Zakoske is administrative assistant to Ralph Lewis, founder and chairman of the Board of Lewis Homes, headquartered in Upland.

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1 R.C. Dist. Center I Rancho Cucamonga	1,426,894 O'Donnell Armstrong	93,346 32,900	171 15 345,081	whse/dist.	Sante Fe Rail Service	T.Evans/D.Longo/L.Santoro Coldwell Banker (818) 810-6444
2 SDC Fontana Fontana	937,000 Santa Anita Devel. Co.	535,000 181,000	44 5 402,000	whse/dist.	So. Pacific rail service	SDC Development (714) 644-6440
3 Ontario Dist. Center Ontario	900,000 Purdential RE	90,000 50,000	45 3 550,000	whse/dist.		R. Fuller/R. John/J. Penting Collins Fuller (714) 787-6990
4 Sunswest Professional Park Hospitality Lane San Bernardino, CA	750,000 Sunwest Group	106,000	100 8 106,558	retail/indust.	on-site leasing agent	Jack McDuffie The Sunset Group (714) 788-0880
5 Hayes Industrial Center Mira Loma	700,000 Hayes Co.	250,000 185,000	32 3 300,000	whse/dist.	Union Pacific rail service	D. Hayes (714) 545-6566
6 Leed Ontario VI Ontario	683,000 Leed Prop.	380,000 227,000	40 4 227,000	whse/dist.		G.Esnard/T. Evans/D. Longo/L.Santoro Coldwell Banker (818) 810-6444
7 Rancho Cucamonga Distribution Center	633,000 O'Donnell/ Armstrong	633,000 264,000	130 6 264,000	whse/dist.	Sante Fe rail service	T. Evans/D.Longo/L.Santoro Coldwell Banker (818) 810-6444
8 Gateway Dist. Center Fontana	600,000 Koll Co.	450,000 261,000	28 3 261,000	whse/dist.	Southern Pacific rail service	J.Dick/G.Esnard/T.Evans/D. Longo Coldwell Banker (818) 810-6444
9 Lincoln Dist. Ctr. Fontana	590,000 Lincoln Prop. Co	271,000 185,000	33 4 318,000	whse/dist.		T. Evans/F. Geraci/J.Dick/D. Longo Coldwell Banker (818) 810-6444
10 Etiwanda Dist. Center Ontario	576,000 A.J. Lane	274,000 274,000	26.45 2 302,000	whse/dist.		Jeff Spindler Grubb & Ellis (714) 983-2330
11 San Seavine Indust. Park San Seavine & 60 Fwy Mira Loma, CA	520,284 Greenleaf Dev.	173,029	24.87 6 122,197	manufacturing/ industrial	fwy identify fenced & gated yards	Dave Consani Coldwell Banker (714) 788-0880
12 Park Atlanta North Atlanta Ave. Riverside, CA	500,000 Ray Magnon Prop.	100,000	32 13 75,000	mixed use/indust.	Located in Agua Mansa Enterprise Zone/ good fwy. access	M. Haworth Coldwell Banker (714) 788-0880
13 Marlborough Square Chicago Avenue Riverside	500,000 Ray Magnon Prop.	35,000	19 17 40,000	mixed use industrial	located in Agua Mansa Enterprise Zone/ good fwy access	Scott Flemer Koll (714) 781-6800
14 Sterling Series Ontario	480,000 Union Pacific Realty Co.	480,000 195,000	25 3 195,000	whse/dist.	Southern Pacific rail service	R. Blakeslee/C.Bryan/J. Spindler Grubb & Ellis (714) 983-2330
15 Colavin 444 Fontana	444,000 Colavin Group	444,000 444,000	19.51 1 444,000	whse/dist.	Sante Fe rail service	F. Geraci/D. Longo Coldwell Banker (818) 810-6444
16 O'Donnel Industrial Center Rancho Cucamonga	439,000 O'Donnel Armstrong Partners	190,000 70,000	21 5 275,000	whse/dist. manufacturing	Sante Fe rail service	T. Evans/F. Geraci/D. Longo/D. Santoro Coldwell Banker (818) 810-6444
17 Westgate Dist. Center 341 Bonnie Cir. Corona	430,339 Lincoln Properties	124,400	20.63 4 142,349	warehouse dist. industrial	easy freeway access	C. Morris Grubb & Ellis (714) 937-0881
18 Corona Hills Indust. Cntr. Granite Street/91 Fwy Corona	421,479 Macklin Companies	217,541	33 9 85,303	manufact./dist.	fwy identity/master planned indust. prk 1,300-85,000	Dick Roby Coldwell Banker (714) 788-0880
19 Champagne Series Ontario	347,300 Union Pacific Realty Co.	347,300 99,000	16 6	whse/dist.		T. D'Angelo/R. Blakeslee/G. Blum Grubb & Ellis (714) 983-4565
20 Principle Rancho Cucamonga	315,000 Principle Financial	315,000 177,000	15 2 177,000	whse/dist.	Sante Fe rail service	F. Geraci Coldwell Banker (818) 810-6444
21 Pacesetter Indus. Center 2395 Railroad Ave. Corona	303,000 Business Prop	69,000	78 2 44,000	build to suit lot sales	fully improved sites no bonds	Bob O'Connor Coldwell Banker (714) 788-0880
22 West Corona Indust. Cntr. Railroad Ave. Corona	243,000 Overton Moore & Assoc.	243,000	48 2 150,000	manufacturing/ distribution	M2 zoning fully improved master plan CC&Rs	Gerry Harvey Coldwell Banker (714) 788-0880
23 State College Bus. Park Hallmark Parkway San Bernardino	199,007 352,253 Greenleaf Devel.	144,273	18.04 6 54,734	manufacturing/dist.	280 acre master-planned park	G. Harvey/A. Day Coldwell Banker (714) 788-0880
24 Corona West Indust. Park Corona	157,993 Pozza Development	89,443	7.50 33,869	manufact./dist./indust.	H-4 occupancy ratings for more mft. uses & fenceable yard	D.Consani/J. Koenig Coldwell Banker (714) 788-0880
25 Interchange Industrial Park Joy Street Corona	146,253 Messinger Invest.	89,135	9.5 4 53,976	manufact./dist.	easy access to 91 & 15 fwys	D. Consani/B. Carroll Coldwell Banker (714) 788-0880

Advertising Cont. From Page 9

is the larger, daily newspapers. But even here, there are strategic ways a good agency can help its clients "negotiate" lower rates through the use of better, more sophisticated planning.

4. Ads That Work
(the best news of all)

Nothing in advertising is as important or as valuable as a well produced ad!

More and more research points to the primary importance of an ad's structure and content, making up to a 1500% difference in response between one ad and another! Contrary to what many people believe, gambling on "trial and error" advertising is avoidable. Yes, there will always be fine-tuning. But a good, success-oriented ad agency will know the science of producing brochures, print ads, billboards, radio spots, television commercials, and sales videos that actually do sell a company's product or service.

Newspapers are usually not seriously trained in advertising. They shouldn't have to be. Their specialty is putting out a journalistically good newspaper. And it's the same with radio, cable and television stations. Even highly qualified print shops and graphics studios are rarely qualified to do serious advertising, and most will readily admit it. More advertising dollars are wasted on running hopelessly flawed advertisements than on any other single area of advertising.

Too many advertisers spend thousands

of dollars on brochures, direct mail, or high-cost media, and devote next to nothing in terms of cost of expertise to develop the right "message." The most important role of an advertising agency is to make sure the client's target market not only sees and/or hears the right message, but that it responds to that message in a concrete, measurable and consistent fashion.

Advertising can be a jungle! Businesses do waste millions of dollars each day on advertising that just doesn't work. But they don't need to. There are advertising agencies out there which will make a dramatic positive difference to their clients' bottom line. And when it's a win/win situation, it can mean very large winnings indeed!

Monorail Cont. From Page 8

experience about 80% of their peak usage for two hours in the morning and two hours in the evening. In between 9:00 a.m. and 4:00 p.m. on weekdays, existing transit systems can vary widely for capacity utilization. Between 7:00 p.m. and 6:30 a.m., transit systems are nearly deserted. That's why most systems close down between 1:00 a.m. and 6:00 a.m.

Conversely, the SCMP is being designed to be at 98% capacity utilization 24 hours a day, 360 days a year. It will do this by filling its peak usage gaps with the movement of freight and solid

waste (in sealed trains). No form of commercial transportation ever makes money carrying passengers only, and public transit is no exception. During the hours of little passenger usage and little freight usage, the SCMP will move solid waste out to two or three remote sites. At these sites, the waste will be sorted and recycled. Non-recyclable combustibles will be converted into energy to power the system and to augment the urban power grid. What little is left will go into landfills. This provides the SCMP with a sizable profit, high-utilization rate, 24 hour-a-day service, and all of this without any public subsidy after the 20 year half-cent sales tax drops off.

What does the SCMP mean to the Inland Empire? Besides reduced road usage and traffic congestion, the Inland Empire will be tied together with a much more efficient form of transportation built in a network or grid. Each station (portal) center will offer an employment base and potential location for high-density housing. Traditionally, good public transit means quality jobs for expanding urban areas. The SCMP is expected to be no different. In addition, there will be several areas in the Inland Empire where we expect to see major state-of-the-art maintenance facilities, manufacturing facilities and processing facilities — meaning potentially thousands of quality jobs. The SCMP has been designed with the needs of the Inland Empire, its businesses, residents and the future of the area in mind.

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PEOPLE PLACES & THINGS

Elliot Starts Construction Of 41-Acre Project In Fontana

General contractor Elliott Corporation has started phase I construction at the \$36-million Inland Distribution Center, a 41-acre industrial complex in Fontana.

Two manufacturing and distribution facilities are being built in the \$20-million phase I project, located at Slover and Jasmine.

L.A. Gear Signs Lease At SDC Development's \$40-Million Inland Distribution Center

L.A. Gear Inc. has signed a lease valued in excess of \$14 million at the yet-to-be-built Inland Distribution Center in Fontana.

The 10-year lease is for a 402,532-square-foot distribution facility at the \$40-million Inland Distribution Center.

Radiology Manager Appointed At New Rancho Cucamonga Health Care Facility

San Antonio Community Hospital has announced the appointment of Kendall C. McKee as Radiology Manager at the Rancho San Antonio Medical Center, a new outpatient facility which will open in June 1990.

Lusardi Begins \$4.75 Million Colton Industrial Project

Lusardi Construction Company has begun building a \$4.75 million project including seven concrete tilt-up office and light industrial/distribution structures in Colton for Caliber Development. The buildings, ranging from 6,000 to 88,000 sq. ft., will be situated at the intersection of Highways 215 and I-10.

Hope Completes Construction Documents For Riverside Justice Center

Hope Architects and Engineers has completed construction documents for the Riverside Southwest County Justice Center in Rancho California. It will now go to bid. The project includes a 126,000 sq. ft. jail and a 31,800 sq. ft. sheriff's patrol station as part of an overall \$33.6 million justice center.

The Rouse Company Announces Third Major Department Store To Join Canyon Springs Mall In Riverside

The Rouse Company developer of Columbia, Maryland, has lured Montgomery Ward to join the new Canyon Springs Mall, the first phase of which will be an 800,000 square foot upscale fashion retail center being developed in Riverside. The Rouse Company is developing Canyon Springs Mall in a joint partnership with T&S Development of Riverside.

George Donaldson Promoted To Post At New Del Webb Community

Del Webb Corporation has promoted George H. Donaldson to director of planning and development for the company's new active adult community in the Coachella Valley.

Moreno Valley Negotiating Agreement For Development Of Wholesale Warehouse

The economic development department of the City of Moreno Valley has requested that the City Council allow it to proceed with negotiations that would result in bringing Price Savers, a wholesale membership warehouse headquartered in Salt Lake City, Utah, to the community.

Sunland-Inland Empire President Shull Named To Temecula Valley National Bank Board of Directors

Harry Shull, president of Sunland Communities' Inland Empire Division, has been appointed as one of nine directors to the board of the new Temecula Valley National Bank, according to Harvey Mitchell, president of parent Escondido National Bank and its holding company, ENB. The new bank is scheduled to be operating as a separate entity by July.

Marketing Team Named For Rancon Business Center

Steven Palmer, director of marketing for commercial properties developed by the Rancon Realty Funds, and Kevin Nellis, marketing manager for Rancon Financial Corporation, have assumed responsibility for property sales and leasing at Rancon Business Center, a 590-acre, master-planned commercial and industrial park in the Temecula Valley.

Philly In Ontario

Hedley Builders, Inc. of Newport Beach has begun construction on Philadelphia Partnership located on East Philadelphia in Ontario for Philadelphia Partners. The three concrete tilt-up commercial buildings total 85,653 sq. ft., offer excellent freeway access and are near the Ontario Airport.

\$5 Million Office Project Slated For Victorville

Construction is scheduled to begin during the second quarter of 1990 on Civic Business Centre, a \$5 million office project in Victorville, says David Hiller, vice president at Three D Enterprises of Sherman Oaks, developer of the project.

Up The Ladder In Chino

Robert J. Schurheck has been appointed executive vice president and chief financial officer of Chino Valley Bank. He will also hold the position of chief financial officer for CVB Financial Corp., parent company of the bank. Schurheck joins CVB following sixteen years with The State Bank in Arizona, where he was senior vice president and cashier.

First Phase of 300-Acre Mixed Use Project Underway In Moreno Valley

Construction is underway in the City of Moreno Valley on CenterPointe Office Plaza, the \$6 million first phase of the master-planned 300-acre CenterPointe business park, one of the largest mixed-use developments in Riverside County, states Ferguson Partners of Irvine, developers.

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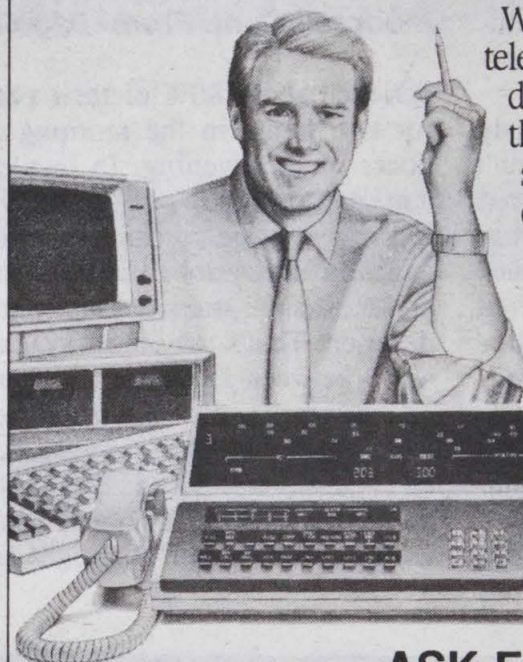
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Empty Promises: Bashing Toshiba Boom Boxes May Be Only The Beginning

by Paul Hyman

There always needs to be a bad guy. And now that the Soviets have become our dear friends, guess who's up next? Bashing Toshiba boom boxes may have been only the beginning. Today it's difficult to find anyone who will say anything nice about the Japanese, and there seems to be a steady erosion of the cordial mood toward that country.

According to a Times/CBS News poll this month, 25% of Americans say their feelings about Japan are "unfriendly," up from 19% last June and 8% in 1985.

What's the root of all this hostility? The survey cites two factors: the purchase of U.S. "landmarks," like Rockefeller Center and Columbia Pictures, and the end of the cold war with the Soviets. But regardless of the reasons, such a shift in sentiments could complicate an already difficult relationship with Japan. Rising anxieties have begun to increase the pressure for stronger measures on trade issues, say politicians.

Recently on a program entitled "Reassessing U.S.-Japan Relations: A Public Debate," one of the speakers, Seizaburo Sato, a foreign policy advisor to several Japanese prime ministers, made reference to this "great transitional period" between the two countries, and noted that it is important the "two largest economies in the world maintain (strong) relations."

But another speaker, Goldman Sachs International Vice Chairman Robert Hormats, while agreeing with Sato, chastised Japan for being "very slow in accepting its role in the world economy ... It should not be necessary for other coun-

tries to pull Japan kicking and screaming to accept its global responsibility," he said.

There is a long history of the United States urging Japan to "play fair." In August 1972, President Nixon met with Prime Minister Tanaka to discuss the expanding U.S. trade deficit with Japan, which had topped an unprecedented \$3.8 billion. To remedy the situation, Nixon called on the Japanese to reduce their nontariff trade barriers, to buy more American-made computers, and to liberalize their businesses and distribution system.

In response, the Japanese government promised to try to promote U.S. imports, to permit more sales of U.S. computer products in Japan and "to reduce the imbalance to more manageable size within a reasonable period of time" — about three or four years.

Seventeen years later, on October 19, 1989, U.S. Trade Representative Carla Hills spoke to the Japan National Press Club in Tokyo about her concern regarding the massive U.S.-Japan trade deficit — an unprecedented \$50 billion.

There's a tradition in Japan that every aspect of life has a front, *omote*, and a back, *ura*. *Omote* is the exterior, or appearance; *ura* is the inside, or heart. Often, to avoid offending another party, a Japanese will say exactly the opposite of what he really believes.

It is 18 years since Japan promised to open its doors to imports, and during that time the trade imbalance has increased thirteenfold. If our two countries are ever going to reestablish the strong bond they both crave, we'll need a little less *omote* and a lot more *ura*.



Employment Opportunities

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AB 4196 Cont. From Page 6

would go out and purchase insurance should the Legislature enact this plan. But the authors assert that such behavior would prove their point — for questions of business survival, not all employers can afford to offer health insurance. The opportunity for broadening insurance coverage comes at the margin — those employers who could purchase a more affordable, more stable plan than is currently on the market. AB 4196 seeks, through reforms, to tap that employer resource.

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Restaurant Row

A Wine and Food Survey by William

This column is written for the business person who finds travel a necessity, as well as for those who believe that eating a fine meal with a very pleasant wine is a reward of travel and even life.

Each month we shall comment on different restaurants, in the various cities that, I believe, are most often visited by business persons from the Inland Empire. These restaurants are chosen strictly on merit. All restaurants were personally visited. I plan to offer you brief surveys, in lieu of long reviews.

The Sycamore Inn has won the prestigious Golden Bacchus Award. It is one of only 13 restaurants in Southern California, and the only restaurant in the Inland Empire, to be so honored.

Graded by the Southern California Restaurant Writers, the Golden Bacchus Award is given to restaurants scoring 90 points or better out of a maximum of 100 in various members' evaluations. The group consists of 24 writers who scored restaurants from Santa Barbara to the Mexican border.

Restaurants were evaluated on food, service, ambiance, value and appropri-

ate wines.

The Sycamore Inn, in Rancho Cucamonga, has offered truly outstanding dining since 1859. It boasts a wine cellar of more than 7,500 bottles, outstanding service and a gourmet menu.

Joining the Sycamore Inn as Golden Bacchus winners were: Bouzy Rouge (Newport Beach), Caruso and Me (San Pedro), The Cellar (Fullerton), The Chronicle (Pasadena), Elario's (La Jolla), Five Crowns (Corona Del Mar), Mr. Stox (Anaheim), Phoenicia (Glendale), Rex il Ristorante (Los Angeles), Rive Gauche (Palos Verdes Estates) and Valentino's (Santa Monica).

There is hardly ever a disappointing wine from Dry Creek Winery. The winery's best value is its Chenin Blanc, and the 1988 is one of the best. It has a wonderfully fragrant, delicate bouquet of flowers, honey, and ripe fruit. On the palate, most people would call it dry, and in fact it seems dry, but there is a slight amount of residual sugar.

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IDEAS FOR THE INLAND EMPIRE

HEALTH CARE

When Is Enough Enough?

by Britt Berrett, Assistant Administrator
Doctor's Hospital of Montclair/Ontario Comm. Hosp.

In defining the challenges facing the healthcare industry of the future, it must be clearly understood that we suffer from a reluctance to make hard and definitive decisions regarding how we deliver our healthcare.

In a current comparative analysis of healthcare provided by industrialized nations, it was noted that the United States of America outspends every industrial nation per capita, in Gross National Product and total dollars spent. Put into perspective, this represents over \$2 billion spent every day of 1990 on healthcare. And what has been purchased? MRIs, CTs, angios, open heart surgery, organ transplants, animal organ transplants, ad nauseum. Disturbingly, today our infant mortality rate ranks 17th in industrial nations, and our expected life expectancy has experienced minimal growth and still lags behind many other countries.

In evaluating the situation, the conclusion is drawn that our healthcare spending is out of control. In fact, this is true. It is the result of society's unwillingness to define when enough is enough. Healthcare ethicists have argued regarding our responsibility to provide healthcare; however, many agree that the most understandable model to the general public is based on a market/supply concept. Following a pure Keynesian model, we should therefore adhere to a model of diminishing returns. At the point which an additional dollar spent does not provide additional benefit, that is the point at which healthcare costs are excessive. Unfortunately, few have been willing to determine this critical point. Government has aptly avoided the issue through a complex bureaucratic nightmare. They have promised comprehensive healthcare for everyone, and in return, reimbursed at pathetic levels. As part of a cost sharing process, the private and self-insured community has borne the brunt of the \$700 billion price tag. In addition, the community hospitals of today continue to request additional funding perpetuating the myth that they can answer the problems of the healthcare industry by receiving donations for pulse oximeters and EKG machines. Nothing could be further from the truth.

Clearly, the challenge facing the business industry to manage healthcare costs is twofold. 1) To determine how much we are willing to spend on healthcare, and 2) To define services that we will provide with those limited dollars. This is the challenge for the corporations in the 21st Century.

The healthcare industry needs committed business leaders to determine an acceptable level of healthcare for the society it supports. Great Britain, Canada and even the state of Oregon have attempted to do the same, with what could be considered favorable results. They have recognized the need to define the dollars to be spent and prioritized the healthcare to be provided.

Two billion dollars a day is a tremendous amount of money and will continue to grow until the business community is willing to accept the responsibility to define the amount of spending to be committed to healthcare and the levels of care to be provided.

ENTREPRENEUR

The Future Of Entrepreneurship In The Inland Empire

by Gerard D. Muttukumar

In the immortal words of Peter Drucker, "The purpose of business is to create and keep a customer." Ted Levitt, the Dean of Marketers adds, "All energies of the entrepreneur should be directed toward satisfying the customer, no matter what." Without customers, there is no business. The process of getting and keeping customers is marketing. Leadership and marketing are the driving forces of entrepreneurship.

An entrepreneur is characterized as a risk taker, an adventurer — the modern day version of a prospector or even a cowboy. He or she is constantly identifying and seizing opportunities. "Seize the day," Robin Williams

exhorted his followers in *Dead Poets Society*. This is what an entrepreneur must do to fulfill his or her destiny. Opportunities abound in the Inland Empire. Yet these very opportunities can result in an obsessive even Machiavellian pursuit of opportunism without regard to the basic tenets of decent human behavior. Progress at any cost is destructive.

One thing that transcends marketing is leadership, and it is this fact that can make or break an entrepreneurial company. "The vision thing" is what distinguishes an entrepreneur from an organization or corporation man. The entrepreneur must have a clearly articulated vision, mission and purpose for the enterprise. It is critical that the enterprise is built on a solid foundation of purpose, values, beliefs, ethics and integrity. These characteristics must permeate the entire enterprise and begin with the leader and the top lieutenants.

Dr. Karl Menninger, a father of American Psychiatry aptly titled one of his books, *Whatever Became Of Sin*. Sin is not something confined to confessionals and synagogues. It is a violation of the most basic physical and moral laws. One of the greatest sins is greed, and greed destroys. This is another determinant of the future of entrepreneurship in the Inland Empire.

We have defined greed and opportunism. Felix Rohatyn, one of the nation's most respected investment bankers has characterized our age as an age of greed. Ted Koppel goes further, "Look at the heroes of our time. They are no longer historians, philosophers and teachers, but the stars of Wall Street. God help us." Trammell Crow when asked at the end of an address at Harvard about the secret of his success, responded, "Love." A strange response in the cold and sometimes brutal world of entrepreneurship.

The future of entrepreneurship in the Inland Empire is dependent on whether the entrepreneur can successfully and honestly balance morality, values, ethics, integrity, vision, purpose and trust — all being the essence of leadership. In addition, the entrepreneur must put an end to pride and arrogance remembering that he or she is a servant of the enterprise and society, remember that the customer is and always will be king, and develop excellent public relations and a strong financial team. It is also necessary to develop an attractive incentive and compensation system for the most important asset — people, and surround themselves with the best possible team of advisors who can help develop the next generation of leadership, and an effective and well-funded ownership succession plan with the primary purpose of preserving the enterprise.

The best and most enduring enterprisers in the Inland Empire will be built and led by entrepreneurs who understand the global economy, internalize the fact that they are primarily marketers and sellers, have a deep sense of history, observe the basic principles of human behavior and decency with prince and pauper alike, achieve "adulthood" in their emotional and professional development, and care enough to bring out the very best in their people.

True, we live and work in the nation's hottest market. Let the entrepreneur, however, not get caught up or burned in the heat.

Gerard D. Muttukumar MS, MBA is Managing Director, Inland Empire Center for Family and Privately Owned companies and a principal in the Inland Empire Office Of Baker, Thomsen Associates, a prominent ownership succession, compensation and retirement planning firm.

BANKING

by Daniel L. Thomas

As for local banks, I believe the 1990's will bring about a stronger emphasis on relationship banking.

The 1990s have begun with a somewhat unique credit crunch. As the Savings & Loan's adapt their lending programs to meet their newly regulated risk capital guidelines, they have retreated from industrial and commercial real estate lending. Coupled with this, is the ongoing deposit activity of numerous savings and loans being operated under the government's conservatorship program. The conservatorship savings and loans are not making any loans and therefore are holding deposits that are not finding their way to lending institu-

tions that have loan activity.

What this will mean to our Inland Empire banks is a stronger loan demand that will be outstripped by a bank's ability to increase its deposits. To put it simply, loans cannot be made without deposits. Banking is and will always be a "balancing act."

Faced with such a dilemma, banks will become more selective as to whom they will lend to and for what purposes. Revolving lines of credit for business purposes will be funded as routinely as they are now; as long as the borrowing entity favors the lending institution with its deposit accounts.

If a business is in need of long-term financing, such as for construction of a new plant or facility, the deposit history will be increasingly important to the loan decision. Banks will want to accommodate those clients who have provided ongoing and meaningful deposits. It will be difficult at best to establish a banking relationship if the initial business is a long-term credit request.

Although more difficult to obtain, real estate acquisition and development lending will still be available but at a greater cost and not from all traditional lenders. Those banks that choose to lend to this field will negotiate deposit requirements as a part of their loan approval.

Being in the Inland Empire, we are all "in the right place, at the right time." Financing will continue to be a major catalyst for the areas growth; but, I believe we will see in the 1990s a greater depository relationship requirement for the granting of loans.

Daniel L. Thomas is the Executive Vice President/Manager of Chino Valley Bank, 701 North Haven Avenue, Ontario, CA 91761

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1 Tri-City Corporate Center 650 E. Hospitality Lane San Bernardino 92408	600,000	150,000 27,000	1986-89	\$8.52-\$19.80	D.Berger/M.McAdams Cushman & Wakefield (714) 980-7788
2 Paragon Business Phase I SWC Airport Drive & Milliken Ave	227,675	54,423	1987 2 Story	\$4.56 NNN	Merrily Comstock Paragon Group (714) 984-6887
3 Ontario Center Haven & I-10 Ontario 91761	215,000	215,000 24,000	1985-2005	\$16-\$24	Various (714) 980-3500
4 Havengate Business Center Rancho Cucamonga	212,979 Del Mar Entp.	50,000 12,692	1986-Present 8 Bldgs 91,400 SF/ 2 story	\$18.60	C.Witters/C.Plowers Lee & Associates (714) 989-7771
5 Empire Towers Phase I 3633 Inland Empire Blvd. Ontario 91764	195,000	195,000	1990 9 Story	\$21-\$24	Rusty Woods American Trading Real Est. (213) 481-2600
6 Coporate Business Center 25884 Business Center Drive Redlands 92374	193,000	15,000	NA 1 Story	\$13.20	Sandy Miller Gen. Amer. Life Insurance (714) 796-0183
7 Barton Plaza 10535 Foothill Blvd Rancho Cucamonga 91730	154,090	68,145	1984-86 4 Story	\$22.20	Don Capps DAUM Comm. Ind. Real Es. (714) 391-1234
8 Paragon Industrial Center Corona NWC Corporate Terrace & Delilah St. Corona	153,290	69,610	1989 1 Story	\$4.36 NNN	Merrily Comstock Paragon Group (714) 984-6887
9 Magnon Business Park 2002-2038 Iowa Ave. Riverside 92507	138,000	70,000	NA 1 Story	\$13.20	V. Batoosingh/P. Woodford Coldwell Banker (714) 788-3777
10 Vanir Tower 290 N. D St. San Bernardino	133,000	14,000	NA 9 Story	\$19.20	Dorene Dominguez Vanir Development (714) 884-9477
11 Lakeside Tower 650 Hospitality Lane San Bernardino 92408	120,000	66,000	NA 6 Story	\$19.80	M. McAdams/D. Berger Cushman & Wakefield (714) 980-7788
12 Pomona Office Tower 300 S. Park Ave. Pomona 91766	119,749	25,000	1972 9 Story	\$12-\$15.60	Michael Jilke Coldwell Banker (714) 986-2525
13 1445 Riverview Drive 1445 Riverview Drive. San Bernardino 92408	116,645	78,915	NA 2 Story	\$40.32 NNN	John Earnhart Lee & Associates (714) 989-7771
14 Koll Transpark 2930 Inalnd Empire Blvd. Ontario 91764	116,000	34,235 25,000	1986	\$16.80	M. Jilke/R.Lee Coldwell Banker (818) 810-7600
15 Centerlake Plaza 3401 Centerlake Drive Ontario, 91764	110,673	42,055	1989 6 Story	\$19.80-\$21.60	M. McAdams/D. Berger Cushman & Wakefield (714) 980-7788
16 One Carnegie Plaza 621-625 E. Carnegie Drive San Bernardino 92408	107,000	2,240	NA 2 Story	\$15	M. McAdams/D.Berger Cushman & Wakefield (714) 980-7788
17 Stewart Plaza 440 N. Mountain Ave. Upland 91786	110,000	37,000	1987/90 3 Story	\$19.20-\$20.40	N. Austin/K. Howard R. B. Allen Group (714) 989-0444
18 Sunwest 9 222 W. Hospitality Lane San Bernardino 92408	104,000	94,000	1990 4 Story	\$18	L. Copeland/C. Moreland Grubb & Ellis (714) 781-4440
19 Sunwest 8-HDS Office Plaza 268 W. Hospitality Lane San Bernardino 92408	103,869	8,593	1988 4 Story	\$16.80	L.Copeland/C. Moreland Grubb & Ellis (714) 781-4440
20 Ontario Corporate Center 430 N. Vineyard Ave. Ontario 91761	103,660	42,000	1989 5 Story	\$21-\$21.60	Jilke/Heim/Lee/Messinger Coldwell Banker (818) 810-7600
21 Vanir Business Center 201 E St. San Bernardino 92402	100,000	30,000	NA 3 Story	\$15.60	Dorene Dominguez Vanir Development Co. (714) 884-9477
22 Kline Center Phase III 2145 E. D St. Ontario 91764	90,000	90,000	1991 5 Story	\$19.80	G. Grant/D. Wolff Grubb & Ellis (714) 983-4565
23 Kollhaven Business Center 3350-3380 Shelby St. Ontario 91764	83,990	6,700	1987 3 Story	\$19.80	R. Lee/J. Strockis Coldwell Banker (818) 810-7600
24 Arrow Haven Corporate Park 8585 Haven Ave Rancho Cucamonga 91730	82,000	74,000	1990 3 Story	\$20.40	Scott Sterlekar George Development Corp. (818) 286-3762
25 Havengate Financial Center 10350, 10370, 10390 Commerce Center Drive Rancho Cucamonga 91730	81,172	4,891	1986 2 Story	\$18.60	Wilters/Umphress/Plowman Lee & Associates (714) 989-7771

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Focus: Claremont

FUNDAMERICA

FundAmerica is a comprehensive buying service, with representatives in Claremont. They contract with reliable, well-established and highly reputable firms to supply the ultimate in service satisfaction to members. From name brand products to resort condominiums, their service providers deal directly with the source.

On every product service members purchase, they receive purchase rebates of up to twenty-five percent of the retail purchase price. These purchase rebates (in the form of dollars) are calculated and placed into an irrevocable member trust account held at a major U.S. banking institution. At the end of the calendar quarter, members' purchase rebate accounts are automatically scanned by computer and Quarterly Member Usage Statements detailing FundAmerica purchases are produced and mailed along with their personalized Member's Quarterly magazine.

When a member's account reaches \$250 or more, the member is given the option to take his or her purchase rebates in cash, have them applied directly to the principal balance of their home mortgage, or have them transferred to a leading life insurance company for the issuance of a tax-deferred annuity. When a member chooses to exercise the annuity option, a high-yield, fully-guaranteed, tax-deferred annuity is issued directly to the member. And, because of the special flex-plan availability to FundAmerica members, additional deposits can be made in amounts greater than \$250 at any time by the member.

Additionally, members can rest easy knowing their annuities are safe. FundAmerica utilizes only A+ (Superior) rated insurance companies to underwrite the annuity portfolios. For more information, call Petra Hauff at (714) 941-1121.

ural Tianfu China cola, Rice Dream ice cream substitute, and garlic-herb risotto chips. The meat and poultry sold is hormone, steroid, and antibiotic-free. The laundry soap is non-polluting, and the coffee filters are unbleached and do not contain the chemical dioxin.

Cosmetics and health aids are "animal-cruelty free," meaning they are not tested on animals and contain no animal by-products. And, about fifty percent of the market's produce falls under state guidelines for organics, meaning it was grown, packed and stored without the use of synthetic fertilizers, pesticides, herbicides, or fungicides for a minimum of twelve months before planting of budding of tree crops.

For more information about the co-op, call Geri Knoebel at (714) 626-9783. (sending pics)

QUALITY PLUS CAR WASH, DETAILING AND CAR CARE CENTER

Quality Plus, 602 Claremont Center Drive, has a unique plan for water conservation. Ninety percent of the water they use is reclaimed. Each car receives only seven gallons of water during the wash, and of that, only the rinse uses fresh water.

Quality Plus features Blue Corral waxes and products, a ten percent discount for seniors every day, free sealer wax Monday through Wednesday, state-of-the-art technology—using no acids or harsh chemicals, two-day rain checks (free exterior wash if it rains within two days), and discount coupons and gift certificates.

In addition, they provide complete detailing services, auto accessories, alarms, car phones, and window tinting. For those who want extra vehicle protection, Quality Plus offers a teflon finish protectant and sealant, and an interior fabric protectant, both of which are warranted.

PRICE SAVERS

Price Savers is a company of cash and carry wholesale membership warehouses, with a local 100,000 square foot building at 8915 Monte Vista Avenue. Business members pay a twenty-five dollar annual fee and purchase at posted wholesale prices. Individual members (current members of approved groups — financial institutions, credit unions, government agencies) pay five percent over the posted wholesale prices but pay no membership fee.

Only top quality name-brand products are sold: major appliances, food and beverages, automotive products, office equipment and electronics, furniture, tools and hardware, housewares and domestics, cleaning supplies, and clothing and seasonal items.

Individual and business members shop seven days a week, and business members usually receive two hours of exclusive shopping in the mornings Monday through Friday.

The advantages of being a Price Savers member are many. Members purchase without paying any middle men. Because Price Savers buys in volume directly from manufacturers, they pass the savings to their members. Members who are retailers can expand and test product mix without large inventory investments because they can buy in small quantities.

LEADERSHIP DYNAMICS INSTITUTE

Leadership Dynamics Institute is a financial and personal growth seminar company based in Petaluma, California (with a branch in Claremont). It is made up

of the top trainers in the wealth and success building industry. Each member of LDI is licensed to instruct their four success seminars. The seminars teach how to increase sales, make better decisions, improve teamwork, increase profits, improve relationships, improve customer courtesy, motivate toward goals, improve communications, create personal wealth, discover individual power, improve effectiveness, and expand business.

LDI was developed and founded in 1969 by William Penn Patrick in San Rafael, California. He is credited as being the primary mentor which launched the "Human Potential" movement that began in northern California. By the mid-60s, Patrick had built a \$50 million company, but envisioned many new companies around the world. To train his people for these ambitious growth plans, he developed a program to build leadership qualities in virtually anyone who had distinguished themselves in his company.

Patrick was already a significant personality both in the business world and the private sector. He had received a number of awards for achievement including the most prestigious "Science of Personal Achievement" given by Dr. Napoleon Hill. There are only three other people who earned this honor: Andrew Carnegie, Thomas Edison, and W. Clement Stone. In 1973, he died in a plane crash, but LDI graduates continue to train others through the principles and techniques taught by William Penn Patrick.

Today, millions of people throughout the world have benefitted from their growth experiences as a result to LDI trainers and graduates. Patrick's methods have helped people get more from themselves by removing the limitations which held them back.

For more information about the seminars, call (707) 765-9681.

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Call William Douglas (714) 941-1121



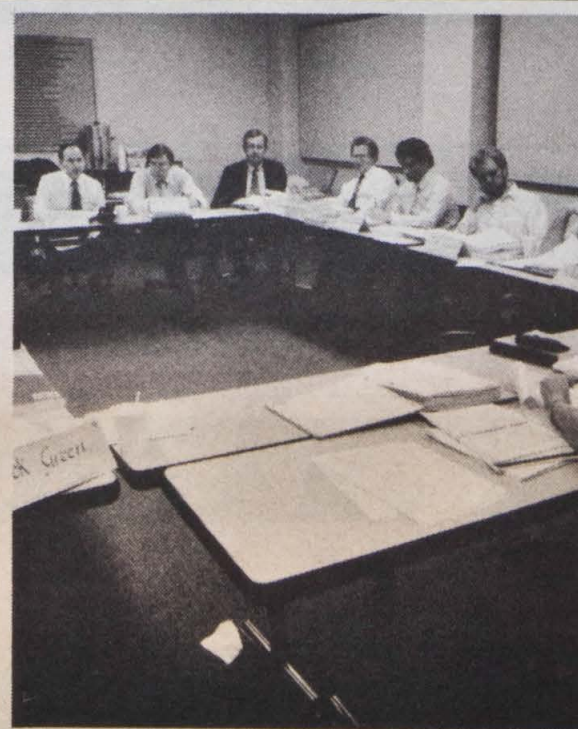
YALE AVENUE MARKET

Yale Avenue Market and Deli is the San Gabriel Valley's only natural-food cooperative market, owned by its consumer shareholders. Food found here can not be found at supermarkets — organic produce and produce not sprayed with chemicals; meat and poultry which are hormone free; a tremendous selection of unpackaged flours, grains, nuts, and spices; and a wide selection of grocery products without chemical preservatives or additives.

Incorporated in 1980, the cooperative grew until, in May of 1988, members voted to turn the part-time co-op into a full time store. They wanted to stay in Claremont because they felt the town, home to seven colleges, was ideal for a natural food store, with most residents highly educated, concerned about health, and able to afford higher prices for organic food.

Co-op members make a one-time purchase of a \$130 share in the market and in turn receive a five percent discount. In this co-op, members don't have to contribute any labor—they leave that to the paid staff. The store is also open to non-members.

Customers won't find junk food, but they will see nat-



Inland Empire Boasts Unique Executive Education Program At Claremont

The Peter F. Drucker Graduate Management Center at the Claremont Graduate School offers an advanced program for executive managers that is unique in the United States. It is a PhD program in Executive Management in which the participants pursue the doctoral degree on a part-time basis while continuing in their executive positions.

The program features close working relationships between the Drucker Center's experienced senior faculty and students in the program who are pursuing topics of interest to those who are responsible for leading business and other organizations

Please See Page 27

Pepperdine University Offers the Master of Science in Technology Management Degree.

Pepperdine University, one of the nation's leading schools of business management, offers a new and innovative program.

The Master of Science in Technology Management degree is the first program of its kind anywhere.

The Degree

This graduate program is designed to equip key managers with the skills and insight necessary to strategically manage technology and compete in the international arena. It also includes two 12-day overseas study-visits to the technology centers of Europe and Asia.



Enrollment

Enrollment will be highly selective and limited to 25 top managers. The university encourages applications from professionals in finance, marketing, operations and general management, as well as R&D, engineering and technical management. The enrollment goal is to have representative professionals from a broad industry and management base.

Faculty

The faculty features academic leaders with extensive technical management and research experience. In addition, distinguished members of industry, government, science and research will participate in specialized lectures and round table discussions.

Applications

The MSTM program is offered every September. A shortened post-MBA version is offered every April. For course and application information on the Pepperdine University Master of Science in Technology Management degree, please call 213/568-5555 or 714/739-2506.

**Pepperdine
University**

School of Business and Management

INFORMATION SESSIONS

Orange County Center
June 26
6:30 – 7:30 P.M.
2151 Michelson Drive
Irvine, CA 92715

Pepperdine University Plaza
June 28
6:30 – 7:30 P.M.
400 Corporate Pointe
Culver City, CA 90230

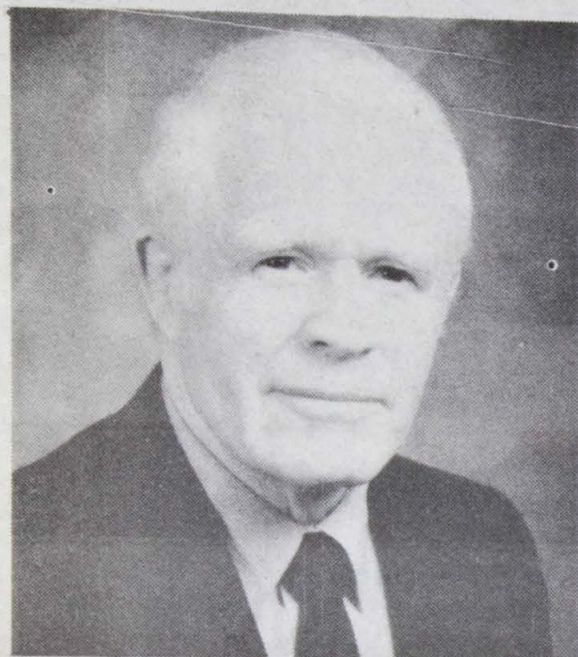
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Answers For The Inland Empire

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The Inland Empire Business Journal posed the following question to six Inland Empire public officials and civic leaders:

Should Orange County's Major airport be located on the site of George A.F.B. near Adelanto where a stop of the Mag-Lev Bullet Train is planned?



Howard Snider
(Mayor of Ontario)

As far as I'm concerned, there's been no serious proposal yet for a Superspeed Train stop at George AFB. I obviously feel that Ontario Airport is the logical choice to handle increased passenger traffic from Orange County — already, at least 25% of our airport traffic consists of Orange County residents.

The Mag-Lev Superspeed Train is already committed to having a spur to Palmdale. There is far more momentum in my view to turn the Palmdale facility into a commercial airport, with a train spur from Victorville to Palmdale. Palmdale makes a lot more sense to the political powers-that-be than George AFB does.

Supervisor Marsha Turoci
(First District, San Bernardino County)

Orange County's interest is contingent not only on the disposition of George AFB by the Department of Defense, but on the realization of the Superspeed Train. There are too many questions without answers to answer your question intelligently.

I'm not sure how my district (incorporating George AFB) would respond to such a proposal — what's in it for us? Do we really want a large airport in our own backyard?

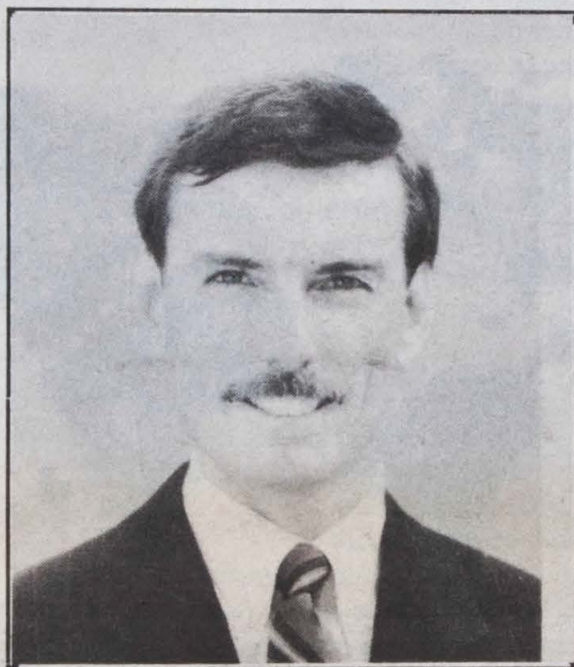
Baxter Williams
(Deputy Director, Dept. of Economic and Community Development, County of San Bernardino)

Certainly it's a very exciting possibility. It's predicated entirely on the Bullet Train becoming a reality; this we know from very high sources in Orange

County. We're supportive of pursuing George AFB as Orange County's major airport — by this fall, we'll know more. In our view, George has a better chance of being chosen than Palmdale does, for a variety of reasons. Choosing George would mean a tremendous economic benefit to this high-desert area.

For George AFB to even be considered, we need two things: we need the Mag-Lev Bullet Train, and we need for George to be a stop on the route from Anaheim to Las Vegas. But we'll have to look carefully at the environmental impact.

Councilman Jim Fatland
(Ontario City)



No, Ontario should be the focus. But we have problems to overcome. The conflict between strong local control and weak regional government has been a factor in the inability to plan appropriate land uses geared to the capacity of the infrastructure, services, and resources of the community.

This could not be more true when it comes to infrastructure planning in the Inland Empire West. For years, this region has been dominated by parochial leaders who approach strong local control as the means of solving regional problems.

Ontario specifically has been at odds with neighboring communities, San Bernardino County, Los Angeles Department of Airports and the California-Nevada Superspeed Train Commission when it comes to planning infrastructure and transportation improvements. Ontario has lacked a vision because of the strong desire for local control. The results are getting very little accomplished and creating a lot of animosity among our public leaders. Our citizens as well as the private sector deserve better.

Ontario has the opportunity to propel our region to economic prominence in Southern California. Imagine Ontario as the home of the super transportation

convention center complex encompassing a new airline terminal, superspeed train terminal, Amtrak Station, people mover system, convention center, and major hotel anchors. A people mover system could link major hotels, convention center, restaurants, regional shopping malls and downtown Ontario with the transportation terminal. Also, the people mover system would enable the use of off-site parking which would relieve the congestion at the transportation terminal. The superspeed train terminal would provide an alternative for passengers to reach destinations in Anaheim, Las Vegas, San Francisco, Sacramento, San Diego, and other Southwest United States cities. Is this a dream? No. Ontario is considering these projects that are vital to our economic growth. Yet, there is no organized effort by Ontario to adequately plan for these improvements to benefit the entire region and make this the finest facility in Southern California. Through good planning, the public and private sector could make this super transportation and convention complex a reality.

What will it take for this to happen? Regional cooperation. I offer the following challenge for our private and public sector leaders to consider.

- Formation of a Regional Airport Authority to acquire Ontario Airport from the Los Angeles Department of Airports. (Who should the members include ... all five West Valley cities, the Counties of San Bernardino and Orange? Other?)

- Formation of a private/public sector task force to plan for the super transportation/convention center complex and the retention of full-time management personnel to coordinate that effort.

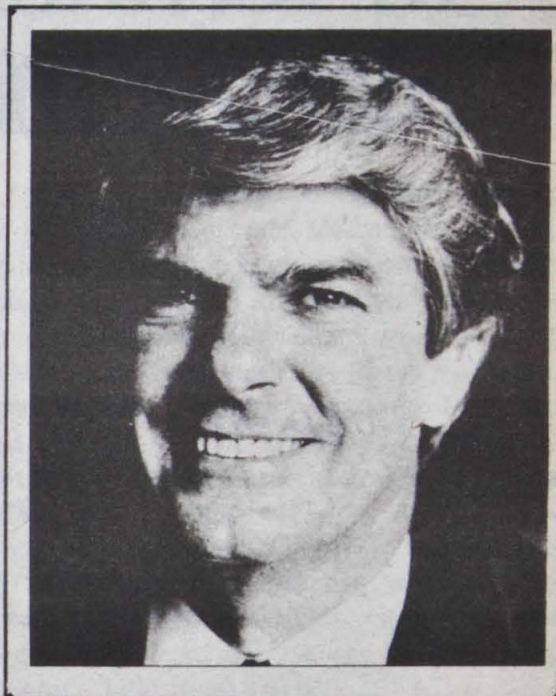
- Consolidate and form a single Inland Empire Convention and Visitors Bureau to market the entire region.

There has been serious discussion in Orange County to establish an International Airport at George Air Force Base in the High Desert. What impact would this have on business investment in the Greater Ontario area? Would it make more sense for Orange County to work cooperatively with Ontario on an international airport and superspeed train terminal in our city?



Senator Robert B. Presley
(Democrat, 36th State Senatorial District)

My position has always been that both George AFB and Norton AFB should be retained for commercial airport use. The question of moving the major Orange County airport sounds intriguing, but would need a thorough investigation of all the advantages and disadvantages before doing it. Of course, a major disadvantage would be Orange County residents being deprived of an accessible major airport, wanting of in-depth study.




United States Congressman Jerry Lewis

This is one of the options available, but certainly not the only option. We're still some time away from making any final decisions on the re-use of George. I will continue to urge the parties studying the base re-use question, representing the interest of many High Desert communities, to make a decision that is, above all else, sensitive to the needs of these communities and their citizens.

Councilman Ken Waters
(Ontario)

No. I would like to see Orange County work with Ontario, San Bernardino County and Los Angeles in expanding Ontario Airport to help handle Orange County's airport needs. Ontario has the potential to handle 24 million passengers a year. We are currently at 5.3 million passengers per year. Ontario has excellent access routes in the I-10, I-15 and 60 freeways to efficiently handle airport access.

Each Issue The Inland Empire Business Journal Poses a Pertinent Question To Inland Civic And Political Leaders. Is There A Question You Or Your Business Would Like Posed? If So, Please Send It To :
Answers For The Inland Empire
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Helping Hands, Etc.

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American Stair Co.

Mikewill Corp., 8527 Janet Ave. Ste. C, Riverside 92503

The Financial Clinic

Holly Gunnette, 6146 Lucretia Ave., Mira Loma 91752

Do It Yourself Real Estate Marketing

Tinamarie Bent, 7575 Grandview St., Corona 91719

Nails By Monique

Monique Helen Tardif, 29275 Old Wrangler Rd. #6582
Canyon Lake, 92380

Canyon Auto Sales

Michelle Jackson, 29275 Old Wrangler Rd. #6224
Canyon Lake, 92380

U-Build & Save

Jean Graham, 9251 Palm Canyon Dr., Corona 91719

Pelican Parties

Nicholas Singer, 3420 Camino Rojas, Palm Springs, 92262

Universal Wash & Wax

Gerald Leon Russell,
1691 Palmyrita
Riverside, 92507

Gay Hood Pontiac, Inc., a CA Corp. dba

Gay Hood Pontiac-Suzuki
8101 Auto Dr., Riverside, 92504

West Door Co.

Michael William Johnson,
4747 La Sierra Ave.
Riverside, 92505

Walid's Market & Liquors

Walid Humidan, 237 Coral Tree Dr.
Rialto, 92376

Action Racing/Action Race Cars

Phillip Allan Smith, 5440 Tyler St.
Riverside 92503

Dr. Bugs

David Duane Rundle, 137
Sandpoint Ln., Riverside, 92506

Mesa Capital/Douglas Financial Group-Industrial & Commercial Enterprises

4435 S. Rural Rd. #5216
Tempe, AZ 85282

Garden Reflections

Cynthia K. Williams, 30620
Moontide St., Temecula, 92390

Pershing Consulting & Enterprises

Richard Pershing, 845 W. Monterey Rd., Corona, 91720

Residential Lending Express

Equity Trends Financial Group, Inc.
27578 Rosebay Cr., Temecula, 92390

American International

Computer Service
Emily Ramzy, 11451 Kittridge St.
N. Hollywood, 91606

1. Wilnet 2. CIS Management

William J. Hozeski, 10042 54th St.
Riverside, 92509

Breeze Pool Service

Paul Palacios, 9745 Lincoln Ave.
Riverside, 92503

Govilan's

Starcresc Products of CA, Inc.
19401 Brennan Ave., Perris, 92370

Coast Industries

Harold Gunther, 3029 Mesquite
Riverside, 92503

Winning Colors

Raymond C. Edwards, 1421 Todd Circle, Corona, 91720

Corona Trading Co.

Bradley E. Carr, 516 Coolidge Cir.
Corona, 91719

On Line Business Financial Service

Lester Wayne Simpson, 4754 Tyler St., Riverside, 92503

The Window Decorators

Robert Gean Harvey, 19916 Cuyama Ln., Riverside, 92503

A & L Janitorial Supplies

Alfred N. Goodloe, 23330 Harland Dr., Moreno Valley, 92387

The Home Beautiful Company

Walter Baca, 22858 Pahute Dr.
Moreno Valley, 92388

Videos R Us

Harjeet Kaur Singh
3233 Winnebago, Riverside, 92503

Roy O. Huffman Roof Company

5971 Jurupa Ave., Riverside, 92504

N.A.W. Marketing

Nelson Allen Strickler, 12526
Peachleaf St., Moreno Valley, 92388

Dave's Heels on Wheels

Dave Jimenez, 8718 Brunswick Ave.
Riverside, 92503

Great Scott Vending Carts & Catering

John L. Scott, 1806 Murrieta Rd.
Perris, 92370

Health Care Alliance

James F. Deinzer, Jr. 1435 Potomac Dr., Corona, 91720

Cameo Court Productions

Laurence L. John, 10546 Cameo Court, Riverside, 92505

Oliver's Music Stars

Larry Edward Oliver, 1106 W. Linden St.
#201, Riverside, 92507

Ledo Legal Services

Minh Loan Le, 25391 Cadillac Dr.
Laguna Hills, 92653

Lake Elsinore Association

-Falpro 41, L.P. A New Jersey Ltd.
Partnership (Gen. Partner), 500 Craig Rd.
Freehold, NJ 07728

Advanced Property Management

Bradley Keith Thompson, 4271 N. 1st. St., San Jose 95134

D & B Cleaning Co.

Daniel and Barbara Humbert, 20327
Mobile Way, Lake Elsinore, 92330

One Stop Properties

Dennis Faria and Gene Policastri
2864 Cape Dr., Corona, 91720

Adrianna Beauty Supply

Martha Salas, 2112 Cushman Court
Simi Valley, 93063

Discount Liquor

Kirpal S. Dhanju, 22850 Cardinal St.
Grand Terrace, 92324

Irish Rose

Rene Bautista, 621 Rapid Springs Apt. P, Corona, 92720

1. Counselor Realty 2. Counselor Equities

Ronald O. Ellis, 4792 Hermanson Cir., Huntington Beach, 92649

M & T Services

Michael John Steiner and Tina Louise Robinson, 55272 S. Circle Dr., Idyllwild, 92349

Anza Dental

Mark Rocha, D.D.S., 272 Garner Valley, Garner Valley, 92361

Economy Pool Builders

Lisa Dizdor, 22954 Naki Circle
Wildomar, 92395

Westgate Associates, Lincoln Westgate Distribution Center

Aetna Real Estate Associates, L.P.
30 Executive Park, Ste. 100 Irvine, 92714

The McIntyre Company

-R & S McIntyre Company, Inc., T. Rusken Ltd., Inc., 8356 Doris St.
San Gabriel, 91775

Renovate Landscaping

Trung Van Nguyen, 1538 Pleasant View #B1,
Corona, 91720

J. L. Davis Auto Vac Techniques

Jimmy Lee Davis, 6955
Coronado Way
Riverside, 92504

The Data Manager

Pamela Rae Clemens, 15446 Golden Star Ave., Woodcrest, 92506

X - Druggie

Bob Amador, 64636 Picard Ct.
Desert Hot Springs, 92240

Christy's Great Date Connection

Christine Jo White, 28963 Calle Del Lago,
Apt B, Murrieta, 92362

Grandma Roadrunner Art & Frames

Marion O'Bannon, 14892 Rolton
Irvine, 92714

FIN • COM

Larry Selwitz, 37930 Avenida Bravura
Temecula, 92390

1. Candies R Fun 2. Cartoons

R Fun
Duratape, Inc., 3232 Winnebago St.
Riverside, 92503

Flaherty Enterprises

Edward J. Flaherty, 56 7 Raven Cir.
Carson City, NV 89701

The Home Improvement

Specialists
John Russell Davioni, 18321 Kris Ave., Shy Valley, 92240

Bingotime Express

Tony L. Ortiz, 650 S. Santa Fe
Hemet, 92343

Annie's Bookkeeping & Tax Service

Anne E. Mould, 610 Castille Dr.
Hemet, 92343

Patch's Pool & Spa Cleaning Service

Brian Mitchell Thomas, 158 Pico
San Jacinto, 92383

K.C. Distribution

Kirk Allen Cowan, 23677 Sierra Oak Dr., Murrieta, 92362

Country Creek Real Estate & Development Company

Robert J. Lord, 30120 Pechanga Dr.
Temecula, 92390

DV Development

Debra J. Viscioni, 45774 Hopactong St., Temecula, 92390

Petrie's

Hatfield Stores, Inc.
317 Lakewood Mall, Lakewood, 90712

Aqua Concepts

James M. Schultz, William Schultz
9786 Palm Dr., Desert Hot Springs, 92240

Forbes "K" Co.

Mark Quintos, 2595 Redrock Dr.
Corona, 91720

Realty World Churchill

Churchill Commercial Brokerage
28900 Front St. #102
Temecula, 92390

B & G Funding

Richard Barton, 1416 S. Calle Rolph
Palm Springs, 92264

GL Enterprises

George A. Padilla, 442885
El Domino Pl.
Temecula, 92390

H2O Producer

Robert C. Neundorf, 28915 V.A. Mars
ifee, 92355

Idyllwild Chiropractic

Gary D. Wines, 24883 Ponderosa
Pine Cove, 92349

B & B Consultants

Patricia S. McKee, 25685 Oakwood
Idyllwild, 92349

Gary's Mountain Meats

Gary William McKee, 25685 Oakwood, Idyllwild, 92349

Master Plan Medical Services

Timothy Paul Erwin, 2710
Mangalar Ave.
Corona, 91720

Foot Health Center of Corona

Sharlene Marie Ritto, DPM, MS
1240 Running Springs Ct., Corona 91720

Nick's Dairy Commodities

Que Fullmer, 8551 Hereford Dr.
Chino, 91710

Sensortek

Daniel Lee Pock, 41770 Margarita Rd. #1093,
Temecula, 92390

Resource Financial Service

William Lopez, 6730 Berylwood Ct.
Riverside, 92506

The Perfect Image

Willie and Sandra Cromer, 7127 Stanhope Ln.,
Riverside, 92506

Compliance

Holly and Edward Gregge, 28875 Stone Ln.,
Romoland, 92380

Desert Amusements/Valley Amusements

Harold Johnson, Sr., 67-658 Ramon Rd., C
dral City, 92234

Interior Consultants

Lori Lee McIntosh, 275 E. First St.
San Jacinto, 92383

West Grand Baptist Church

709 W. Grand Blvd., Corona, 91720

Pan Assay Co.

Patricia Burkey and Jay Johnson
53226 Romona St., Cabazon, 92230

EHS

Curt Ealy, Michael Harris,

New Business Listings

Paul Selzer, 600 E. Tahquitz
Palm Springs, 92262

Corona Sportscards

Ron and Wendy Elphick,
Steve Burgess
1034 W. 6th St., Corona, 91760

California Investors Fund

John Harris, Reynaldo Luarca, Joseph Domin-
guez, 100000 Indiana Ave., Ste. 8, Riverside,
92503

Community Yellow Page

Business Index

Alexander Negron, 75483 Sante Fe Trail, Palm
Desert, 92260

Dustbusters Cleaning Service

Sandra Sheidenberger, Sandra Fredenberg
1935 Neptune Dr., Perris, 92370

P.C. Pictures

Jamie and Paul Martin, 992 Colby Circle, Co-
rona, 91720

Crown Valley Landscape & Waterworks

Charles Foster, 31218 Eona Circle
Temecula, 92390

The Computer Resolution

Ivan and Sally Korsund, 41886 Woodland Dr.
Hemet, 92344

Big "O" Tires & Service Center

F.W. and Charlotte Benson, 11820 Magnolia
Ave.
Riverside, 92503

Four Cut Landscape

& Maintenance
Lee Bolton, 1760 Chicago Ave.
Riverside, 92507

Techline

William Robello, 1522 Heirloom Ave., Perris,
92370

Soboba Materials Co.

Robert Salgado, 23137 Soboba Rd.
San Jacinto, 92383

Sierra Vista Pool Service

Angel Lopez, 40865 Boyer Ave.
Hemet, 92344

K & B Screw Products

Richard Purkerson, 4329 State,
Unit N, Pomona, 91766

Chaparral Performance

Dennis Noble, 24070
Juniper Hills Rd.
Homeland, 92348

Canyon Springs Pool Service

Miguel Gonzalez, 451
Cambridge Dr.
San Jacinto, 92383

Fourth Street Automotive

James Wilson, 42245 Juniper, Murietta, 92362
Landscape Services, Co.
H. Knight, 40795 Via Champagne, Temecula

Paws & Claws

Robert & Anita Nashick, 341 S. Lincoln, Ste.
D
Corona, 91720

Euro Clinic

Pauline Hart, 25335 Lacebank Dr.
Murrieta, 92362

Pace Lath & Plaster

Anthony Pace, 15865 Avenida Venusto #811
San Diego, 92128

J-Mar Investment Co.

Walter Watson, 276 Argonne Ave.
Long Beach, 90803

Crush Masters

C & M Recycling, 28715 Via
Montezuma, Temecula, 92390

County Wide Water Service

Mark Hodlin, 42244 Cosmic Dr.
Temecula, 92390

IZ

Chris Visocky, 27488 Enterprise Cir. W. Unit 1
Temecula, 92390

Maid-In-Hemet

Judy Herrea, 44405 Hillcrest Ln.
Hemet, 92344

Ecl - Tech Engineering

John Podolsky, 52831 Oak Glen Dr.
Idyllwild, 92349

Riverside Ornamental Supply

Los Alamitos Ornamental Castings, 6161
Quail
Valley Ct., Riverside

The Sweet Bean

Richard Lenzo, 30590 Rancho California
Temecula, 92390

Regal Mortgage

Richard Edward, 6273 Clover Ct.
Chino, 91710

Legion/Associates Trucking Service

Donald J. Fields, 531-A Courier Ave., Red-
lands, 92374

Emergency Specialized Products

Fred Donald Clark, 1540 Barton, Ste. 115,
Redlands, 92373

J & M Equipment Rentals

Troy Allen Klingfus, 6395
Beechwood
San Bernardino, 92407

JM Bookkeeping/Payroll Services

Janice Louise Cockrell, 1322 W. Arrow, Hwy.
#D, Upland, 91786

Mill-Lena Associates

Daniel J. Salter, 1663 Sawtelle, 3rd floor, Los
Angeles, 90025

Video 4 U Traffic School

Earl D. Freeman, 525 N.
Euclid Ave. A
Ontario, 91762

The Sun Tan Store

Norma Jo St. John, 16994 Valley Blvd #F
Fontana, 92335

Arlene's Dream Designs

Arlene Hannah, 2086 South E,
Ste. 103, San Bernardino, 92408

California Auto Transport Terminal

Darwin Ellis Hefner
18750 Tenth St.
Bloomington, 92316

Eden Forest Products

Glenn Rowlands, 2490 Kendall #101A, San
Bernardino, 92407

Mirror Image Auto/Truck Detail

Anthony Joseph Trapani, 13140 Seventh St.,
Chino, 91710

Washington Produce

Raffy Haig Timonian, 1705 E. Washington
#101, Colton, 92324

Commodity Network

Richard William Camper,
8889 Ninth St.
Rancho Cucamonga, 91730

Country Lane Homes

Robert L. Eldert, 15520

Bear Valley Rd.

Victorville, 92392

Tarasco Restaurant

Alfredo Ortega, 1856 Mentone Blvd.
Mentone, 92359

Arrowhead Mobile

Aquarium Service

Dale E. Heilmann, 571 Hillside Dr.
Lake Arrowhead, 92352

Kimberli's Fine Jewelry

Kimvorn Chum, 338 S. Mountain Ave., Up-
land, 91786

Faith In Action

Ella Mae Anderson, 4780
Kingsley St.
Montclair, 91763

Postal Plaza

Louie B. Viray, 8976 Foothill
Bl. #87, Yucaipa, 92399

Winged Wonders

Douglas W. Weller, 72598
Two Mile Rd.
29 Palms, 92277

Subway Sandwiches and Salads

Deborah Lorene McNeal, 33561 Yucaipa, #B-
05, Yucaipa, 92399

Taco Shack

Robert Spear, Jr., 31205 Outer
Hwy. 10S, Redlands, 92373

National Waste Receivables

James Theodore O'Toole, 1433 San
Bernardino St. N., Upland, 91786

Market Maintenance and Equipment

Bill D. Rawson, 607 W. Holt Blvd.
Ontario, 91762

P & H Imports

Lesla Kimberlee Paige, 12475 Central
Ste. 309, Chino, 91710

James & James SND Recorders Ltd.

William J. Huff, 1729 N. Third Ave.
Upland, 91786

Starshine Treatment Center, Inc.

1584 Buckeye St., Highland

John's Custom Wall Covering

John William Kirby, 7515 Brookside Rd., Ran-
cho Cucamonga, 91730

Rick Caringer Computer Services

Ricky Allen Caringer, 7125 Seville Ave.,
Highland, 92346

Exceptional Events

Cynthia Harmelink, 325 Alabama
Redlands, 92373

Aunt Bea's

Brenda Farrell Larkins, 2830 Marks
Wonder Valley, 92277

Highlander Dental Ceramic

Yun Hee Jung, 1530 Grandview St.
Upland, 91786

Belanger Construction

David Belanger, 1568 Alta St.
Redlands, 92374

Atlantic Financial Group

Lawrence S. Lee, 7201 Haven
Ste. E-250
Rancho Cucamonga, 91701

Executive Investments Real Estate

Executive Systems Realtors of San Bernardi-
no, 2345 N. Sierra Way
San Bernardino, 92405

Mondragon Auto Electric

Amelia Briones Gonzalez, 1454 W.
Mission, Blvd., Ontario, 91761

Wesco Consultants

Robert R. Machulda, 1426 Balsa Ave.
Yucca Valley, 92286

We Do Windows

Ronald William Valenzuela, Jr., 13851 Ros-
well Ave., #J,
Chino, 91709

American Hauling

Tammy Elaine Pugliese
4122 Lugo Ave.
Yucca Valley, 92284

Needles Office Supply

Larry Wayne De Ailey, 700 W.
Broadway Ste. A, Needles, 92363

B & M Maintenance

Ernest Blake Matthews, 16580 Foothill #114,
Fontana, 92335

Dave's Place

Guy J. Wooton, 915 W. Fairway
Big Bear City, 92314

National Exhaust Services

James M. Swaney, 1957
E. 4th Ste. 201
Ontario, 91764

Pioneer Trust Deed Service Co.

Pioneer Realty
David Claiborne Johnson, 40692 Big I
Blvd., Big Bear Lake, 92315

Mills Construction

James M. Knybel, 355 Tannen Baum., Big
Bear Lake, 92315

Glad Tidings of the Desert

Herbert D. Regalado, 8949 I Ave.
Hesperia, 92345

Eagle Rock Construction Co.

Larry A. Armijo,
42738 Hamptotrasse
Big Bear Lake, 92315

Bi-Rite Masonry Supplies

Patricia Marie DiLaurenzio, 15840 Boyle
Ave., Fontana, 92335

Vega Video

Morgan Enterprises, Inc.,
42171J Big Bear Blvd.
Big Bear Lake, 92315

Bear Wear Gifts

Joseph J. Felice, 27984 Hwy 189
Lake Arrowhead, 92352

Jana and Associates

Fred P. Comes, 830 Villa Grove
Big Bear City, 92314

Country Junction

William Edward Boehner, 1730A
E St., San Bernardino, 92408

Kay's Cafe

Alan Douglas Holub, 501
N. Orange St.
Redlands, 92373

What's Going On

Peggy Verb, 2671 Secret Dr.
Running Springs, 92382

Top Drawer

Jeanette Marsha Daab
5569 Sycamore
Ave., Rialto, 92376

Work Truck Toys

Donnie Ray Battenfield, 31710 Dunlap
Yucaipa, 92399

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- DLB Interiors**
John Dewey Hewson, 2161
E. Avion St.
Ontario, 91761
- Fumi's Translation/Travel**
Fumiyo O. Allen, 757
W. Virginia St.
San Bernardino, 92405
- Rainbow Yogurt**
Assya Wang, 9469 Central Ave.
Montclair, 91763
- Hardy's Mountain Realty**
Teddy L. Hardy, 31949 Hilltop Blvd.
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- Coidwell Banker Foothill Realty**
Bunker Hill Enterprises, Inc.
4385 Phelan Rd., Rhelan, 92371
- Sport Stuff**
MC Incorporated, 100 Redlands Mall, Red-
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- Face Refrigeration — AC Services**
Alfredo S. Gatchalian
1251 Spruce Ave.
Bloomington, 92316
- California Chemical Co./Riverside**
David J. Standefer, 141 N. Arrowhead #3, San
Bernardino, 92410
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Tuyen Le, 1470 E. Highland #E
San Bernardino, 92404
- Mountain Recovery Home
For Women**
Jeanne Johnson, 22899 Byron Rd.
Crestline, 92325
- Dos Amigos Lawn Care**
Tony Carlos Carrillo, 1910 Alta St.
Redlands, 92374
- Phoenix International Brokers**
Dale Edward Boring, 1403
Winston Ct.
Upland, 91786
- EC Engineering**
Edward Henry Chiappone, 12932 Tenth St.,
Chino, 91710
- Ice Cream Castle**
David M. Ellis, 28200
Hwy 189 #B-215
Lake Arrowhead, 92352
- Stephen H. Edwards
and Associates**
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- Mountain Resorts Escrow Co.**
Realty World Mountain Resorts
292 State Hwy 173
Lake Arrowhead, 92352
- Sinclair and Company**
John Patrick Sinclair, 194 Maple Lake Arrow-
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- B & T Enterprises**
Robert M. Wood, 10722
Arrow Rte. 502
Rancho Cucamonga, 91730
- Don's Electronics**
Donald Gene Massey
9559 Central Ave.
Montclair, 91763
- Call On Me Communications**
Steve Villalobos, 1640 W. Walnut, San Ber-
nardino, 92410
- Braxton Private Security**
Christopher Michael Gagne, 7201 Archibald 4-
321, Rancho Cucamonga, 91701
- TJ's Captain Zooms**
Samnron Management Enterprise, Inc., 9530-1
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- Video Tyme**
Betty Louise Stanley
9594 I Ave. #H
Hesperia, 92345
- Guzman Tires and Auto Repair**
Feliciano D. Guzman, 56624 29 Palms Way
Yucca Valley, 92284
- I-40 Texaco**
Jerry Bill Cowger, 916 E. Broadway
Needles, 92363
- Neurodiagnostic Testing Spec.**
William H. Kroes, 10777 Civic Center Dr.
Rancho Cucamonga, 91730
- Aquarium Design Co.**
David A. Mammen, 233 El Morado Ct., Onta-
rio, 91764
- Szatmari Kennels**
Paul Joseph Yuhas
9267 Archibald Ave.
Rancho Cucamonga, 91730
- The Market Scene**
Ashley S. Peter, 6637 Brissac Pl.
Alta Loma, 91701
- Americas Financial Services**
Robert V. Bonsante, 233 1/2 El Morado Ct.,
Ontario, 91764
- Raven's Auto Service**
Theodore Homer Raven, 2133 W. Foothill
Blvd., Upland, 91786
- Property Assessment Professional**
Dexter McLean, 1453 W. Hollowell St., Onta-
rio, 91762
- R/P Home**
Lawrence A. Praml, Jr., 30993 Palo Alto Dr.,
Redlands, 92373
- Video Castle**
Abdul A. Chowdhury, 281 E. Baseline St.
San Bernardino, 92410
- Delmar Installations**
Delfino Cuevas, Jr., 11345
Dogwood Ct.
Fontana, 92335
- Arrowhead Auto Connection**
Deborah L. Chamberlain, 1289 Calgary
Lake Arrowhead, 92352
- Domino's National Commissary**
Domino's Pizza Distribution Corp.,
12515 Rockefeller Ave.
Ontario, 91761
- Castle Mortgage**
Russell P. Trozerg, 12515
Cypress Ave.
Victorville, 92392
- Lin's Jewelry**
Gyee Lin, 338 S. Mountain Ave.
Upland, 91786
- The Eyes Have It**
Kathleen Yvonne Strout, 14755 Kokomo Rd.,
Apple Valley, 92307
- Mega-Pro**
Joseph F. Wells, 9015 Central Ave. #C, Mont-
clair, 91763
- Color Nouveau**
Ernest R. Garden,
56460 Golden Bee Dr.
Yucca Valley, 92284
- Sandlian Enterprises**
Karol A. Gokhale, 276 S. Benso Ave. #72
Upland, 91786
- Desert Runner**
Lori K. Allen, 56612 Nelson Ave.
Yucca Valley, 92284
- Ray Seden**
Reginald W. Seden, Sr., 322 San Clemente
St., Needles, 92363
- Bill's Printing**
William Harley Kershner, 8650
Cottonwood, Hesperia, 92345
- JH Interiors**
Lois Pellegrini, 15714 Bear Valley Rd., Vic-
torville, 92392
- Mac's Printing**
William Alton McArthur, 10232 I Avenue #6,
Hesperia, 92345
- Elm Construction**
Eric Lyndo Mestas, 867 Glentana St. R3, Co-
vina, 91722
- The Brenshaw Group**
Terry R. Lynch, 3431 N. Genevieve St., San
Bernardino, 92405
- High Desert Electric**
Joe D. Sumpter, 10555 Kiavan Rd.
Apple Valley, 92308
- J & B Transportation**
Joanne Cook, 12420 Buttercup Way
Etiwanda, 91739
- ideo Tyme**
Betty Louise Stanley
9594 I Ave. #H
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- Voss Graphics**
Glen Swanson, 10232 I Ave. #2
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- EZ Kleen**
Kenneth Edwin Nettlebeck, 10575
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- Finicky Farmer**
Gregory F. Griffo, 9482 Hesperia Rd., Hesperia,
92345
- Coldwell Cabinet Builders**
Marial Davaughn McCullough, 275
Pershing, San Bernardino, 92415
- 2-D Video**
Dominic Joseph, 1342 Candleberry Rd., Col-
ton, 92324
- 4 Your Nails III**
Thuy Van Thi Ngo, 14524 Seventh St., Victor-
ville, 92392
- Apple Valley Dairy**
Jon Tasker, 19290 Hwy 18
Apple Valley, 92307
- Crest Sheet Metal Co.**
Michael Allen Gray, 17831 Autry Ct., Chino
Hills, 91709
- Calta**
James S. Heninger, 5995 Breckinridge, Chino,
91710
- GCL Construction**
Gary Charles La May, 10583 Victor Ave., Hesperia,
92345
- The Great American Home
Company**
Donald Kelly Lucas, Jr., 14757
Palmdale Rd., Victorville, 92392
- High Desert Properties**
Joe F. Dzajkich, 945 Westridge Ct.
Upland, 91786
- Hitt Kitchen and Bath**
Hitt Plumbing Co., Inc.
13608 Hitt Rd., Apple Valley, 92307
- Joe's Auto Wholesale**
Joseph Dorgan, 16484 D St.
Victorville, 92392
- Mail Boxes Etc.**
Emil A. Ostermann, 17080
Bear Vly. D-3
Victorville, 92392
- New Vise**
Art J. Crone, 6451 Palmdale, Rt 162
Phelan, 92371
- Smile Brite**
James Willis, 18145 Hwy 18 Ste. C
Apple Valley, 92307
- So. California Utah Nevada Elec/Gen Cont.**
Rich Divic, 2000 Wildhorse Ln.,
Big Bear City, 92314
- Speciale's Truck Repair**
Debra Speciale, 10726 Ninth St.
Hesperia, 92345
- Tangles Artistic Centre For Hair**
Wendell J. Tront, 12408
Hesperia Ste. 8
Victorville, 92392
- Victor Valley Catering**
John W. Goen, 9580 Hesperia Rd.
Hesperia, 92345
- The Silk Screen**
Don E. Kurtz, 16501 Walnut #2
Hesperia, 92345
- VIP Automotive And Towing**
William N. Martin, 18770
Stevens Rd., Adelanto, 92301
- The Wholesale Connection**
Jeffrey J. Franco, 8263 Peach
Hesperia, 92345
- Your Court Connection**
Steven R. Beck, 17993 Hwy 18
Ste. 102, Apple Valley, 92307
- Concrete Concepts**
Mark Huredine, 205 E. 4th St.
Ontario, 91764
- Co-op Marketing Services**
Richard Roberts, 17415
Catalapa #11
Hesperia, 92345
- JW Baseball Cards**
James M. Wolford, 16981-B
Foothill Blvd.
Fontana, 92335
- Sherlock Homes**
James Columbus Bebbler, Jr., 16137
Greentree 10, Victorville, 92392

Hear Attack

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AD DEADLINE FOR
NEXT ISSUE
JUNE 20

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Ontario, California 91764
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Introducing the telecommunications management report so advanced

Description of Charges and Services by Location

Summary of Charges Across All Locations

Summary of Services Across All Locations

First Financial
One Park Avenue
Chicago, IL 60611

Reporting period: Apr 89
Page: 10

Service	Number of locations using service	Minutes this period		Total minutes this period	Recurring charges and credits	Average rate per minute*	
		Domestic	International			This period	Last 3 periods
MCI Card	63	34	8,249.0	8,249.0	\$2,030.82	0.1776	0.1968
PRISM PLUS	90	3	42,141.4	42,141.4	7,512.01	0.1551	0.1346
MCI 800	6	2	25,553.0	25,553.0	3,760.42	0.1312	0.2101
VNET	29	2	58,716.2	58,716.2	8,478.12	0.2093	
MCIfax	10	1	213.7	213.7	25,236.94		
Private Line	0	4	134,873.3	134,873.3	\$45,456.08		
Total	206	46	134,873.3	134,873.3			

Service	Total usage	Usage discounts		Access charges	Service feature and equipment charges	Net one-time charges	Directory assistance	Taxes and surcharges	Total charges
		\$44.45	\$0.00						
MCI Card	\$2,075.30	\$44.45	\$0.00	\$0.00	\$0.00	\$207.54	\$18.94	\$62.52	\$1,924.74
PRISM PLUS	9,356.68	1874.65	0.00	30.00	220.00	602.05	0.00	\$29.17	\$8,453.23
MCI 800	3,760.42	273.73	0.00	244.44	258.10	400.00	0.00	187.48	7,083.61
VNET	8,698.95	612.83	0.00	0.00	0.00	0.00	0.00	8.56	222.23
MCIfax	219.54	5.87	0.00	0.00	0.00	0.00	0.00	\$87.95	\$25,746.79
Private Line	0.00	0.00	25,236.94	0.00	0.00	\$412.46	\$420.39	\$1,569.72	\$47,880.86
Total	\$22,100.87	\$2,811.58	\$25,483.28	\$568.10	\$0.00	\$0.00	\$0.00		

*The average rate includes discounted domestic calls, other than directory assistance. Recurring access charges and service fees are also included.

Report date: 05/17/89 Customer no.: 316 MCI
First Financial Corporation

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